

Power and Utilities – Services and Solutions

A research report comparing provider strengths,
challenges and competitive differentiators

Customized report courtesy of:



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Energy transition and digital transformation shaping the utilities of future

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

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

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

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

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

Geopolitics affecting prices

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

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



Executive Summary

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

Nuclear as a key energy source

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

Energy affordability

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

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

Mobility and electrification

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

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

Digitization of the energy sector

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

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

Growth in battery storage

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

Need for grid and asset resiliency

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



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

Decarbonization of the energy mix

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

Aging workforce and the need for digital workforce

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

Changing customer preferences

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

Data and cloud-driven business

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

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

Growing cybersecurity concerns

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



Legislation and regulatory changes

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

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





Provider Positioning

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





Provider Positioning

Page 2 of 3

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





Provider Positioning

Page 3 of 3

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



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

Simplified Illustration; Source: ISG 2023

Intelligent Business Process Management Services (iBPMS)

Next-Gen IT Services

Grid Modernization

Enterprise Asset Management (EAM)

Customer Information Systems (CIS) and Customer Experience (CX)

Definition

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

The path forward in 2023:

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

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

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



Scope of the Report

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

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

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

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

Provider Classifications

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

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

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

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

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





Provider Classifications: Quadrant Key

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

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

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

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

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

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





Intelligent Business Process Management Services (iBPMS)

Intelligent Business Process Management Services (iBPMS)

Who Should Read This Section

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

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

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

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

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



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



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



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

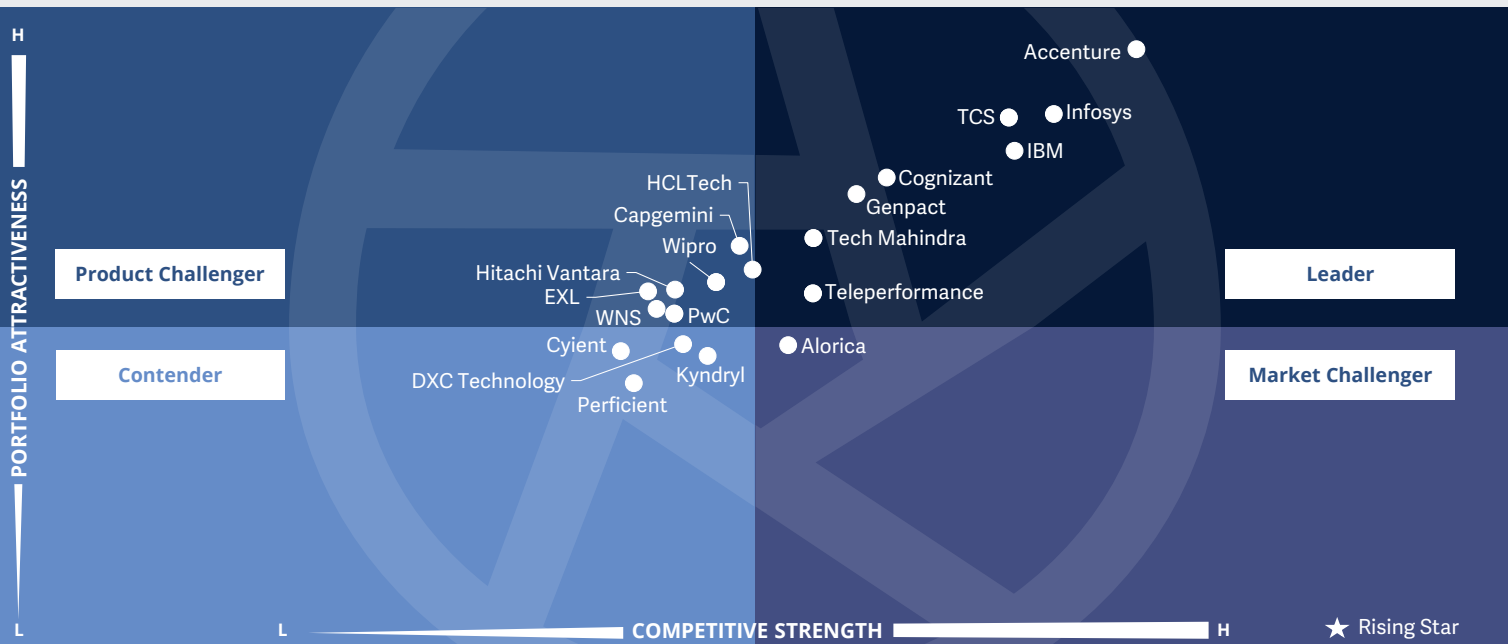


Marketing and sales professionals should read this report to understand the relative positioning and capabilities of providers that can help them harness iBPMS services effectively.



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

North America 2023



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

Swadhin Pradhan



Intelligent Business Process Management Services (iBPMS)

Definition

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

Eligibility Criteria

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



Intelligent Business Process Management Services (iBPMS)

Observations

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

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

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

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

accenture

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



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



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



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



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



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



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

Teleperformance

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





"Cognizant is focused on core industry solutions led by digital, partnerships and acquisitions, and is moving away from traditional BPO solutions to drive value proposition."

Swadhin Pradhan

Cognizant

Overview

Cognizant is headquartered in New Jersey, U.S. and operates in 42 countries. It has more than 351,500 employees across 162 global offices. In FY22 the company generated \$19.4 billion in revenue, with Financial Services as its largest segment. It focuses on enhancing its digital capabilities, which now account for approximately 51 percent of its overall business and have recorded a growth of approximately 13 percent annually. The utilities business is under its Products and Resource segment, growing at a healthy double-digit.

Strengths

Focus on digital: Cognizant strongly focuses on digital, which drives various solutions in BPM. The company offers digital solutions around after-market services, customer service, F&A, meter-to-cash and order management. For a large utilities company, Cognizant established an automation CoE and deployed hyper-automation solutions, including in-house developed bots. The company is strengthening its digital capabilities through acquisitions.

Utility-focused solutions: Cognizant's industry solutions are plug-n-play accelerators and frameworks. The company focuses on key trends in the industry influencing BPM. For example, it aligns its solutions around automation, digitalization and data-driven operations. With over

90 clients and more than 6,000 employees and a presence across the value chain, Cognizant is a reliable provider for utilities. It has dedicated labs for building transformational solutions for the utilities industry, such as 5G and automation.

Continued focus on partnerships and acquisitions: With a focus on cloud, IoT, data and digital engineering, Cognizant has made acquisitions totaling \$3 billion in the last three years. It has strong partnerships with enterprises such as SAP and Oracle. It also partners with Celonis for process mining and execution management systems.

Caution

Cognizant needs to diversify its client base and look beyond large enterprises with revenue greater than \$2 billion in the utilities industry. In addition, it has significant opportunities to increase its revenue from outcome-based and IP-led client engagements.





Next-Gen IT Services

Who Should Read This Section

This report is relevant to North American enterprises in the power and utilities industry for evaluating the providers of next-gen IT services.

In this quadrant report, ISG highlights the current market positioning of providers that offer next-gen IT services such as automation, analytics, IoT, and AI and ML solutions to power and utilities companies and how they address the key challenges faced in the region.

With the growing complexity of infrastructure and customer and business expectations, utilities are under immense pressure to provide support and drive innovation using technology. Advances in innovation and edge technologies such as IoT, big data analytics and AI have accelerated the adoption of IT/OT integration, which eliminates data silos, reduces downtime, and improves visibility, real-time decision-making and efficiency. But as IT/OT convergence becomes an everyday reality, cyberattacks and risks from malware increase at an equal pace, turning security into a real challenge. The current recessionary environment also creates challenges in

procuring and retaining skilled IT talent. Amidst all these concerns utilities are under constant pressure not only to ensure reliable delivery of their daily grid operations but also to develop new end-user services and accelerate their time-to-market.

North American utilities modernize and upgrade their IT/OT networks to create a more unified and efficient operation and have greater data connectivity. They partner with reliable and experienced technology providers to harness the business benefits of big data to build use cases for predictive analytics, intelligent automation and remote or automated orchestration of processes.



Technology professionals should read this report to understand how next-gen IT service providers integrate multiple technologies into their proprietary offerings and compare their technical capabilities.



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



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

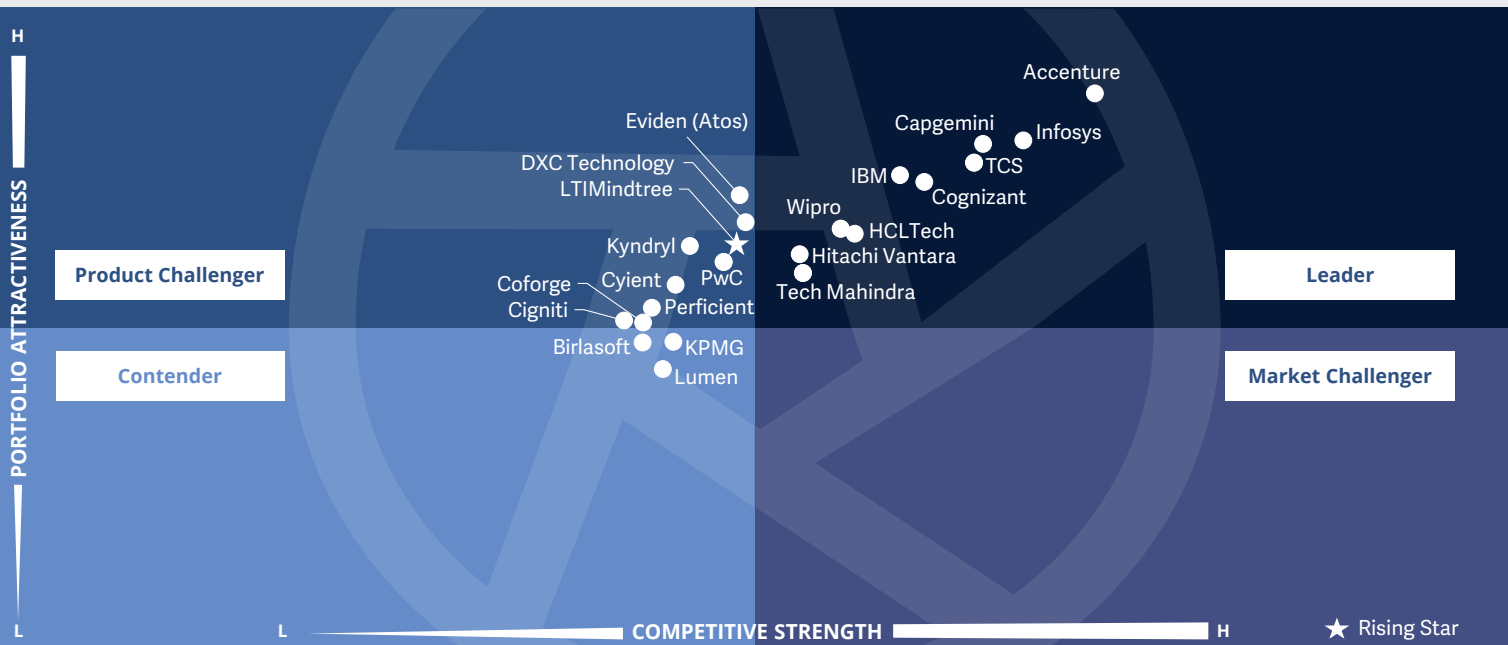


Marketing and sales professionals should read this report to understand the relative positioning and capabilities of providers that can help them to harness next-gen IT services effectively.



Power and Utilities – Services and Solutions Next-Gen IT Services

North America 2023



This quadrant assesses service providers that offer IT managed services. These providers enable utilities to **increase efficiency, ensure compliance, minimize costs, optimize assets and maximize customer satisfaction.**

Swadhin Pradhan



Next-Gen IT Services

Definition

This quadrant assesses service providers offering IT managed services to 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 for new applications) across the value chain. They enable utilities to increase efficiency, ensure compliance, minimize costs, optimize assets and maximize customer satisfaction.

Eligibility Criteria

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



Next-Gen IT Services

Observations

Most large IT players leverage their IT, OT and engineering capabilities to dominate the North American power and utilities industry. Emerging players also build capabilities and compete with large players across the value chain.

The companies focused on the power and utilities industry look at cloud migration, data modernization and BizDevSecOps-based operating model leveraging technologies such as digital twin, AI and ML, and cloud to upgrade their delivery models. Companies such as Capgemini, Wipro, Hitachi and HCLTech use their large engineering and IoT capabilities and professionals to drive value proposition and digital transformation for clients in this industry. In addition, they also increasingly develop solutions around sustainability, energy transition and nuclear capabilities as power and utilities channel their focus on these areas.

In addition, leaders continue to look at M&As and partnerships with selective niche players to provide and expand their utility-specific capabilities. IT/OT integration is where almost all players with a manufacturing or industrial focus build capabilities together with large OT players.

From more than 100 companies assessed for this study, 23 have qualified for this quadrant, with 10 being Leaders and one Rising Star.

accenture

Accenture's portfolio of services and solutions for the power and utilities industry leverages its capabilities from its Industry X group, focused on building digital transformation and engineering capabilities, and partnerships to help utilities optimize OpEx and CapEx.

Capgemini

Capgemini's strong engineering capability and ADMnext transformation approach help it provide digital transformation solutions to the power and utilities industry. In addition, it has specific capabilities around energy transition and nuclear power.

cognizant

Cognizant highly focuses on digital-led solutions that drive its offerings around cloud, IoT, data and digital engineering. In addition, it leverages its deep industry and domain expertise, acquisitions and collaborations to expand its offerings.

HCLTech

HCLTech differentiates itself with its strong engineering capabilities and growing software portfolio. The company has innovative models around cloud (CloudSMART strategy) and infra services and aligns pricing to a business outcome-based model for the IT services.

Hitachi Vantara

Hitachi Vantara has strong capabilities in IoT, cloud, and app and data modernization. To bring focused power and utilities offerings, the company leverages its growing synergy with other Hitachi Group companies, particularly Hitachi Energy.

IBM

IBM's IT services are based on its hybrid cloud and AI strategy underpinned by partnerships and a software portfolio. With its deep industry and domain knowledge, the consulting business provides end-to-end services focusing on new-age technologies such as quantum.

Infosys

Infosys' next-gen IT services focus on leveraging the AI platform, analytics, IoT solutions, cloud platforms and security to drive efficient operations. Infosys has built a partner ecosystem that comprises enterprise platforms, hyperscalers and leading universities.

TCS

TCS delivers services and solutions by combining technology capabilities with a differentiated location strategy. The company has invested significantly in dedicated delivery centers around nuclear and NERC CIP and nearshore centers.

TECH mahindra

Tech Mahindra has more than two decades of experience in the power and utilities industry and focuses on providing digital-led solutions. Its offerings include solutions for renewable energy integration, energy efficiency and carbon management.



Next-Gen IT Services



Wipro expands its power and utilities industry offerings through acquisitions and focuses on cloud to drive digital transformation. The company is betting big on new technologies such as metaverse, Web3, AI, mixed reality and 5G through its Lab45 initiative.



LTIMindtree (Rising Star) leverages the capabilities obtained through the Mindtree acquisition and strong association with parent L&T to grow its utilities business. The company provides digital transformation services across generation, T&D and CX.



Cognizant



"Cognizant helps utilities drive digital focus through technology solutions around IoT, data, cloud and analytics."

Swadhin Pradhan

Overview

Cognizant is headquartered in New Jersey, U.S. and operates in 42 countries. It has more than 351,500 employees across 162 global offices. In FY22 the company generated \$19.4 billion in revenue, with Financial Services as its largest segment. It focuses on enhancing its digital capabilities, which account for more than 50 percent of its overall business and has recorded double annual growth. Its next-gen IT services for utilities focuses on technology solutions across IoT, data, cloud and analytics.

Strengths

Strong presence in the utilities industry:

With over 90 clients and more than 6,000 people and a presence across the value chain, Cognizant is a reliable provider for utilities. In addition, the company continues to add clients while strengthening its relationship with large existing clients. It has dedicated labs around 5G and automation to build transformational solutions for the utilities industry.

Industry and domain expertise and solutions:

Cognizant's consultative experience and deep industry and domain expertise solve clients' transformational issues. For example, it leverages its intelligent solutions GridOne and UtilityOne to gain actionable insights from equipment and deliver personalized CX in real time.

In addition, it also builds capabilities and increases investments in four digital battlegrounds: digital engineering, cloud, data and IoT.

Focus on partnerships and acquisitions:

Cognizant has made acquisitions worth more than \$3 billion in the last few years. The acquisitions include Utegration, Mobica, Servian, Bright Wolf, Lev, Softvision, Linium and Contino. Utegration has enhanced its SAP consulting and solutions capabilities for the power and utilities industry. In addition, Cognizant has industry and enterprise partnerships with digital and OT companies and hyperscalers.

Caution

Cognizant must aggressively leverage its partnerships and acquisitions and expand its industry-specific solutions. The company must diversify its client base to reduce its dependency on large enterprises.





Grid Modernization

Who Should Read This Section

This report is relevant to power and utilities companies in North America for evaluating the providers of grid modernization services.

In this quadrant report, ISG highlights the current competitive market positioning of providers that offer grid modernization services to power and utilities companies in North America and how they address challenges around grid optimization and resiliency in the region.

The shift toward clean energy and decarbonization changes the market dynamics in the power and utilities sector. The transition to net-zero technologies, increased advent of distributed energy resources (DER) and the accompanying prosumer revolution creates a challenge for utilities in terms of demand and power quality and reliability.

Severe climate events and cyberattacks increase the levels of risk. Although utilities invest in cybersecurity solutions, 20-45 percent of utilities operations are not actively protected by their security programs. The T&D grid also faces increasing pressure to integrate new

technologies such as electric vehicles (EVs), distributed solar generation, and energy storage rapidly, safely, and economically.

As the energy demand continues to rise, dated assets, the high cost of renovating or building new infrastructure, the lack of digitally skilled workforce and flexible pricing models place an additional burden on the system.

To address these challenges, utilities prioritize rapid grid modernization and invest in a resilient and secure power grid, distributed power generation and renewable energy sources.

A majority of North American utilities already invest or plan to invest in energy storage deployment, utility business model reforms, smart grid deployment, distribution system planning, advanced metering infrastructure deployment and time-varying rates to improve reliability, reduce costs and deliver enhanced CX with better insights and control of their consumption.

While utilities initiated some of these grid modernization efforts, local or state-level policy or legislative drivers propelled most of the efforts.



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



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



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

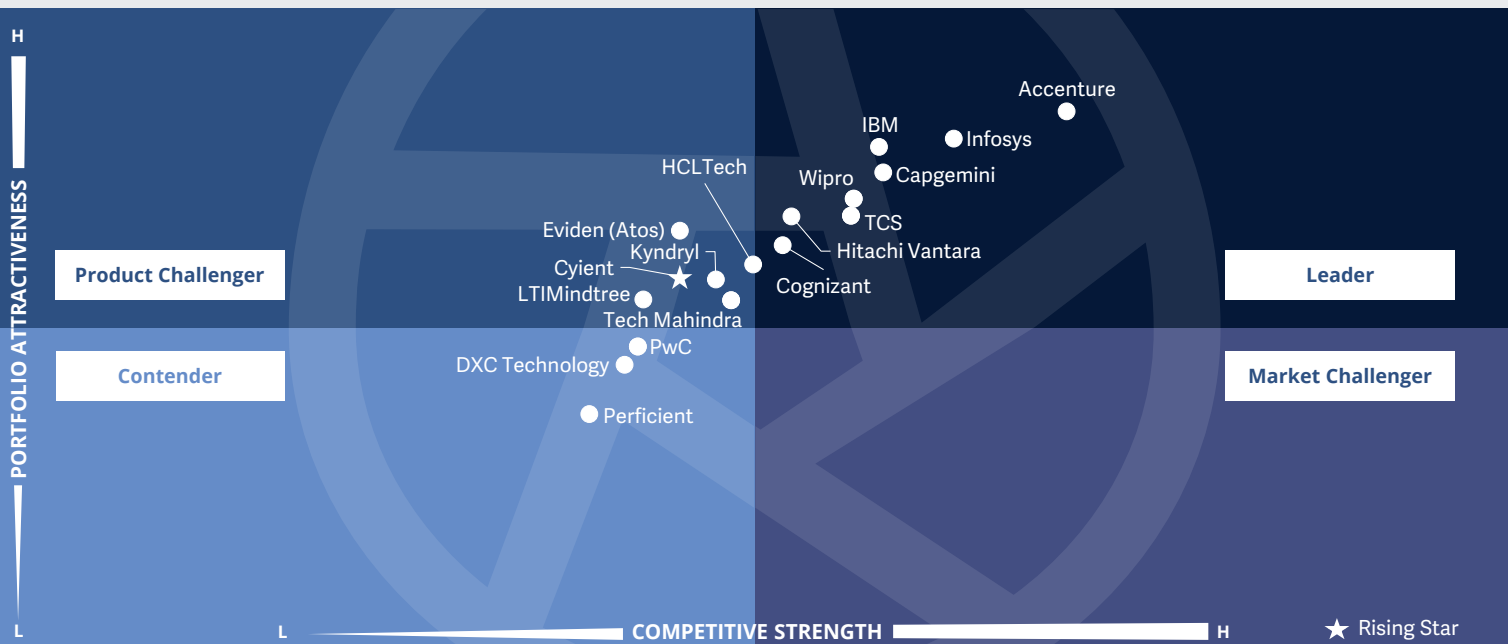


Technology professionals should read this report to understand how grid modernization service providers integrate multiple technologies into their proprietary offerings and compare their technical capabilities.



Power and Utilities – Services and Solutions Grid Modernization

North America 2023



This quadrant assesses service providers that offer grid modernization and related services in the power and utilities sector. T&D companies focus on **increasing the reliability of their grids through technology adoption.**

Swadhin Pradhan



Grid Modernization

Definition

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), voltvar optimization (VVO), supervisory control and data acquisition (SCADA), advanced metering infrastructure (AMI), 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

1. Exposure of **working around grid modernization** and related services for clients in the market
2. Demonstrate **successful grid modernization-related engagements** (past and present) with at least three power & utility companies
3. Provide offerings and services in more than one of the following areas:
 - * Grid modeling
 - * Grid management (distribution and operations, scheduling and dispatch)
 - * Grid optimization and resilience
 - * Demand planning, forecasting and outage management
 - * DER technology selection, strategy and roadmap
 - * DER aggregation and integration
 - * DERMS
 - * EV charging integration
 - * ADMS
 - * SCADA
 - * GIS
 - * VO
 - * Advanced metering and smart grid services
 - * Distribution automation services
 - * Integration and value realization
4. Expertise in **applying next-gen technologies**, including automation, analytics, IoT, AI, cybersecurity, cloud and blockchain
5. Demonstrate **strong partnerships** with industry associations, regulatory bodies, technology firms and startups, specializing in power & utilities
6. Offer **referenceable power & utilities case studies**



Grid Modernization

Observations

Grid modernization, being a highly specific and niche capability, is dominated by large IT players with a strong technology and engineering background. However, players such as Hitachi Vantara and Cyient use their industry and domain expertise, along with IoT capabilities, to develop a suite of products focused on EVs, DER, advanced distribution management system (ADMS), AMI 2.0 and sustainability/net zero.

Some of the solutions offered by various players are around grid modeling and planning, grid management and operations, grid optimization and resiliency, and grid analytics. Moreover, the companies focus on building energy transition solutions to expand their offering portfolio as utilities are increasingly optimizing their energy sources.

Furthermore, providers with a strong portfolio of grid modernization offerings enhance the solutions by integrating advanced analytics, AI and automation, RPA, and the cloud. The need for developing OT capabilities drives IT companies to forge partnerships with large OT players such as Schneider, Infor, ABB and Bentley.

In addition, most players in this space are actively engaged in M&As and partnerships with selective niche players to provide and expand their capabilities. While most utilities in North America are still reluctant to put supervisory control and data acquisition (SCADA), grid and network data on cloud, some providers build solutions to help utilities start the cloud journey.

From more than 100 companies assessed for this study, 18 have qualified for this quadrant, with eight being Leaders and one Rising Star.

accenture

With its strong industry and functional expertise, **Accenture** leverages its joint venture Avanade and strategic acquisitions and investments to offer grid modernization solutions. In addition, its solutions benefit from capabilities across Accenture units.



Capgemini leverages its partnerships with grid and network management players and focuses on energy transition to drive its smart grid framework. The company benefits from its strong engineering, digital innovation and consulting capabilities.



Cognizant's grid modernization solutions are led by its proprietary grid management solutions such as GridOne and end-to-end advanced metering infrastructure (AMI) capabilities. In addition, recent acquisitions such as Utegration has helped it expand its grid management portfolio.

Hitachi Vantara

Hitachi Vantara combines its strengths around IT system integration, domain consulting and OT platforms to provide grid modernization solutions. The company leverages its relationship with Hitachi Energy and Lumada to gain capabilities in grid modernization.



IBM's grid modernization solutions focus on the clean electrification journey of utilities. The company also leverages its portfolio of products such as TRIRIGA®, Maximo® and Environmental Intelligence Suite to provide grid modernization solutions.



Infosys continues to double down on grid modernization by forging new partnerships. Its recent partnership with GE Digital will help utilities drive a reliable, resilient and sustainable grid. The solutions are complemented by analytics, AI, RPA and cloud.



TCS has deep domain expertise across all major aspects of grid modernization for utilities. The company plans to create more in-house IP-based solutions focused on digital twin and partners around engineering, OT and other tech enablers.



Grid Modernization



Wipro's grid modernization capabilities include SI services for leading geographic information system (GIS) and ADMS products apart from a comprehensive portfolio of proprietary and partner solutions. Recent acquisitions have helped the company expand its capabilities in areas such as smart grid communication.

Cyient

Rising Star **Cyient's** grid modernization solutions are driven by its deep industry, engineering and IT/OT capabilities. The company has a portfolio of data, analytics and GIS-led grid management solutions.





Leader

"Cognizant's grid modernization solutions are driven by its focus on industry-led offerings through partners and in-house solutions."

Swadhin Pradhan

Cognizant

Overview

Cognizant is headquartered in New Jersey, U.S. and operates in 42 countries. It has more than 351,500 employees across 162 global offices. In FY22 the company generated \$19.4 billion in revenue, with Financial Services as its largest segment. It focuses on enhancing its digital capabilities. The company follows a unique approach for smart grids called the NorthSTAR methodology focused on identifying the digital maturity stage to drive intelligent transformation. Fifty percent of the top 10 utilities in North America use Cognizant's digital solutions.

Strengths

Acquisitions adding capabilities to the portfolio: Cognizant's acquisition of Utegration has added capabilities around data visualization and analytics for advanced metering infrastructure (AMI) [MeterAnalytics4U], while the acquisition of TQS will help it further strengthen grid modernization capabilities. In addition, it has its offerings and industry solutions in grid modernization such as IRENO, a grid management solution for predictive network operations, and GridOne, a smart meter analytics platform.

Industry and domain expertise: Cognizant focuses on solving client business problems through a consultative mindset leveraging its deep industry and domain expertise and collaborations. The company has strong

end-to-end AMI capabilities supported by more than 500 AMI integration consultants. In addition, it has implemented large AMI programs covering system integration and AMI integration.

Partner ecosystem: Cognizant partners with leading grid management software and platform vendors such as AutoGrid, SAP and GE, and OT players such as ABB, ESRI, Aveva and Schneider. The company has deployed integrated ADMS in collaboration with GE and has upgraded existing meters to smart meters through work management integration in SAP. In addition, for AMI integration it has strong partnerships with Landis & Gyr, Itron, Nexant and SSN.

Caution

Cognizant needs to aggressively market and showcase its grid modernization capabilities to facilitate the power and utilities company's focus on new-age technology.





Enterprise Asset Management (EAM)

Enterprise Asset Management (EAM)

Who Should Read This Section

This report is relevant to enterprises in the power and utilities industry in North America for evaluating the providers of enterprise asset management (EAM) services.

In this quadrant report, ISG highlights the current market positioning of providers that offer EAM, workforce management and field service management services to power and utilities companies and how they address the key challenges around asset maintenance and optimization and workforce efficiency.

Recent advancements in digital capabilities have transformed the utilities industry's approach to asset management, resulting in more efficient and effective management of assets. But the adoption rate is not commensurate with the rapid pace of innovation. Utilities with aging physical assets and paper-based legacy systems cannot leverage innovations that boost reliability. In addition to the dwindling pool of skilled talent, increasing regulatory scrutiny and mandates, changing legislations and surging cyber risk, utilities must deal with the revenue changes

caused by the tougher economy and volatility arising from increased growth of renewables and distributed energy resources (DERs).

Some utilities effectively address the challenges by investing in intelligent, integrated, cloud-based EAM systems.

North American utilities have witnessed significant growth in deploying EAM solutions in recent years due to strong investments in technology, rigorous R&D activities and increasing adoption of preventive maintenance systems. Similarly, EAM service providers invest in surpassing traditional asset management to include predictive asset management, data science and integration capabilities to reduce cost and offer better flexibility and decision-making.



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



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



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

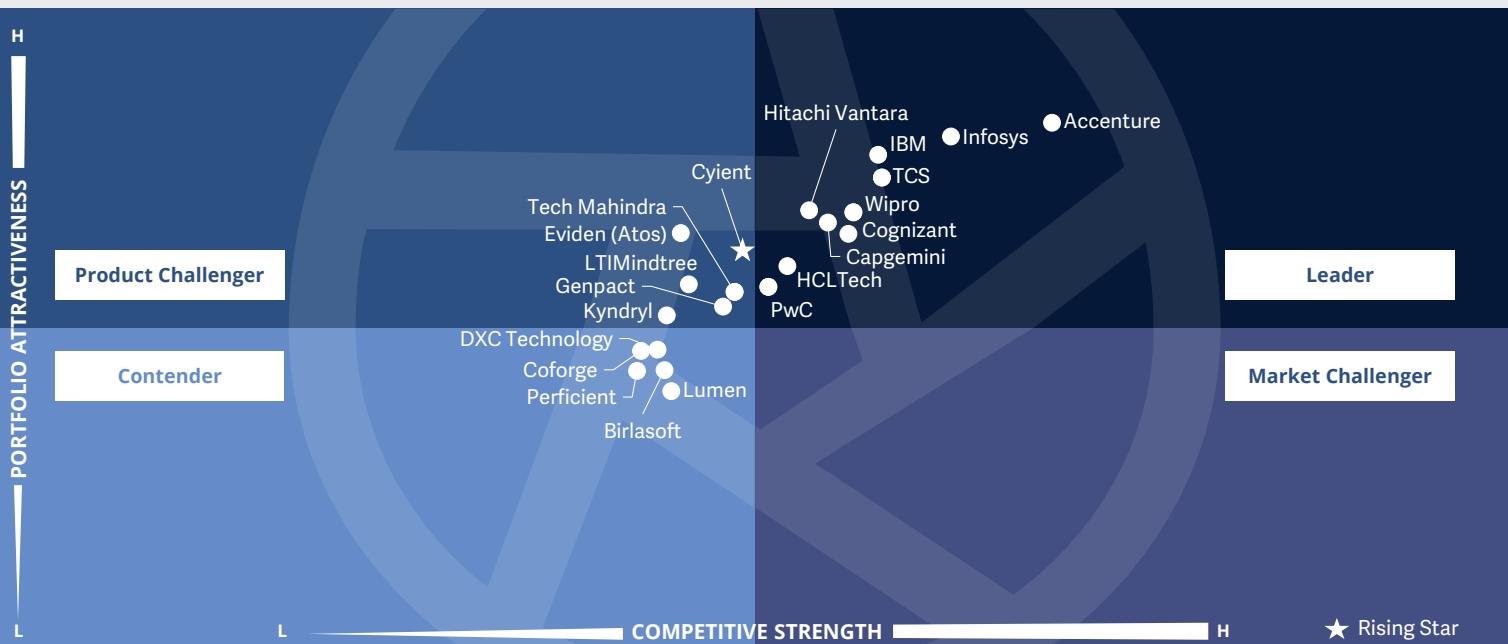


Marketing and sales professionals should read this report to understand the relative positioning and capabilities of providers that can help them to harness EAM services effectively.



**Power and Utilities – Services and Solutions
Enterprise Asset Management (EAM)**

North America 2023



This quadrant assesses service providers that help companies manage assets. Effective EAM strategies and solutions will help **increase reliability and even optimize aging infrastructure**, including transmission and distribution (T&D) assets.

Swadhin Pradhan



Enterprise Asset Management (EAM)

Definition

This quadrant assesses 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 client companies to increase asset performance and extend their useful life and reduce operational costs.

Eligibility Criteria

1. Exposure to **enterprise asset management** for clients in the power & utilities industry in the country/region
2. Demonstrate **successful EAM-related engagements** (past/present) with at least three power & utility companies
3. Provide **offerings and services** in at least one of the following areas related to EAM:
 - * Asset health management
 - * Failure prediction
 - * Work and labor management
 - * Supply chain transformation
 - * MRO management
 - * Computerized maintenance management system (CMMS)
 - * Controls management
 - * Warranty management
 - * Geographic information system (GIS)
 - * Digital EAM solutions (based on AI and machine learning)
 - * Analytics and reporting
 - * Field management services
4. Expertise in **applying next-gen technologies**, including automation, analytics, IoT, AI, cybersecurity, cloud and blockchain, for client engagements in this space
5. Demonstrate **strong partnerships** with industry associations, regulatory bodies, technology firms and startups specializing in power & utilities
6. **Referenceable case studies** for various services and solutions across the value chain



Enterprise Asset Management (EAM)

Observations

The EAM space is dominated by large IT players such as Accenture and IBM, as well as Indian services companies with deep expertise and domain knowledge gained from working across asset-intensive industries. EAM software from companies such as IBM (Maximo®), IFS, Hexagon, Hitachi and PTC dominate the power and utilities industry in North America. In addition, lately, companies are also looking to set up partnerships with small niche players that offer innovative solutions/technologies in the power and utilities industry.

The IBM Maximo® suite of solutions is a leading offering that almost all Leaders and most players provide to clients in asset-intensive industries such as power and utilities. The companies exhibit strong EAM capabilities, drawn from industry expertise, focus on talent with deep knowledge in next-gen technologies and engineering and related solutions. In addition, providers are also looking for partnerships with product companies to build on their intellectual property.

Leaders continue to look at M&A and proprietary EAM platforms to offer industry specific EAM solutions. These proprietary platforms and products use technologies such as digital twins, AR, VR, mixed reality (MR) and 3D technology in the asset management space. Field service management and workforce management are areas in which many providers are seeking to expand and add capabilities.

From the 100 companies assessed for this study, 22 have qualified for this quadrant, with 10 being Leaders and one a Rising Star.

accenture

Accenture provides asset management services and solutions through its Industry X digital offerings. It leverages third-party integration around products such as Maximo® and SAP to provide intelligent asset management solutions.

Capgemini

Capgemini's EAM solutions are a mix of proprietary platforms, products and partnerships with leading EAM software and platform vendors. Capabilities around industry 4.0 and engineering coupled with utility industry expertise are its differentiators.

cognizant

Cognizant has targeted EAM solutions and accelerators for utilities, along with the IBM Maximo® upgrade kit and other accelerators. The company has significant focus on Maximo® suite for EAM offerings and has a dedicated CoE.

HCLTech

HCLTech delivers the HCL Asset Management solution (HAMS) focused on supporting IBM Maximo® and SAP solutions. The company, through its partnership with SAP, also offers maintenance, repair and overhaul (MRO) solutions to asset-intensive industries.

Hitachi Vantara

Hitachi Vantara provides asset and work management solutions along with add-ons such as safety and compliance management offerings through the Lumada suite of business applications. The company continues to innovate in this space with a focus on the cloud.

IBM

IBM integrates its Maximo® application suite with capabilities around IoT and AI to offer a single platform of EAM solutions. It further leverages its consulting capabilities to provide an end-to-end asset management offering for the power and utilities industry.

Infosys

Infosys' EAM solutions encompass asset, workforce, field service management and geospatial solutions, offered through leading products such as ClickSoftware, CGI ARM suite, Tensing, SAP IS-U, GE, ESRI and Oracle Utilities.



Enterprise Asset Management (EAM)



PwC provides asset maintenance and optimization solutions to its clients in the power and utilities space through its Utility Edge solution. In addition, the company works closely with SAP, Oracle and PowerPlan technologies to drive EAM initiatives.



TCS continues to expand its EAM services and solutions portfolio through partnerships across geographies. Recently, in the U.S. and Australia, it expanded into Oracle Field Service on Cloud (OFSC), IFS (Clevest), Microsoft Dynamics 365 Field Service Management and Infor EAM.



Wipro's EAM solutions are driven by Industry 4.0 that leverages technologies such as IoT, digital twins, AR, robotics, wearables and video with modern analytics solutions. The company has a set of EAM solutions focused on the transmission and distribution (T&D) segment.

Cyient

Cyient is a Rising Star and offers EAM solutions that are a blend of industrial IoT solutions, big data and advanced analytics. The company leverages plant and product engineering along with digital solutions to help optimize CapEx and operational costs.





"Cognizant focuses on driving the adoption of its EAM solutions by ensuring value additions for clients through its Maximo® EAM offering."

Swadhin Pradhan

Cognizant

Overview

Cognizant is headquartered in New Jersey, U.S. and operates in 42 countries. It has more than 351,500 employees across 162 global offices. In FY22 the company generated \$19.4 billion in revenue, with Financial Services as its largest segment. It is focused on enhancing its digital capabilities. Its EAM solutions and services for utilities include the implementation and integration of systems for functions such as planning and scheduling, mobility, analytics and asset life cycle management. Fifty percent of the top 10 utilities companies in North America use Cognizant's digital solutions.

Strengths

Domain expertise and collaborations:

Cognizant focuses on solving client business problems through a consultative mindset, leveraging its deep industry expertise and collaborations. The company's recent collaboration with Garuda Aerospace will help expand its asset management capabilities. Its EAM consultants have deep knowledge of related software (IBM Maximo®, Infor, Ellipse and Avantis).

Partner ecosystem: Cognizant has partnerships with leading EAM software and platform vendors such as IBM (Maximo®) and OSIsoft and IT/OT players such as Aveva and Schneider. It has a dedicated CoE for IBM Maximo®. In addition, it has partnerships with multiple digital and cloud companies such as AWS, Microsoft and Intel to build and scale solutions.

Leverages technology and acquisitions

to drive offering: Cognizant focuses on integrating its EAM solutions with enterprise systems and using data science for better leveraging analytics around decision-making. The company's targeted EAM solutions and accelerators for utilities include Asset Performance Excellence (APEX) for utility network assets, the IBM Maximo® upgrade kit and other accelerators. In addition, for water utilities, it provides smart asset management to improve asset safety, reduce maintenance costs and prevent leakage and theft.

Caution

Cognizant needs to aggressively push its capabilities to provide additional strategy and advisory services to showcase its work with marquee clients around EAM and win more deals.





Customer Information Systems (CIS) and Customer Experience (CX)

Customer Information Systems (CIS) and Customer Experience (CX)

Who Should Read This Section

This report is relevant to enterprises in the power and utilities industry in North America for evaluating the providers of customer information systems (CIS) or customer experience (CX) services.

In this quadrant report, ISG highlights the current market positioning of providers that offer CIS and CX services to power and utilities companies in North America and how they address the key challenges faced in the region.

Utilities face unprecedented competition from new entrants. Due to the availability of more provider options, consumers demand cost-effective and flexible services with exceptional delivery. In addition to changing consumer preferences, economic issues and reducing margins further burden the utilities to invest heavily in CX to attract and retain customers. Even regulators turn to customer satisfaction metrics to determine the fate of utilities companies in a process known as performance-based regulation.

To address these challenges, North American utilities invest in several CX innovative technologies such as self-service customer portals, digitized consumer interactions, RPA/ AI-enabled chatbots, website optimizations and data-rich smart home technologies to optimize customer journeys and experiences.

The service providers help utility clients to implement data-driven CIS/CX solutions and sustainability-related services underpinned by their own and partner solutions and accelerators.



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



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



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

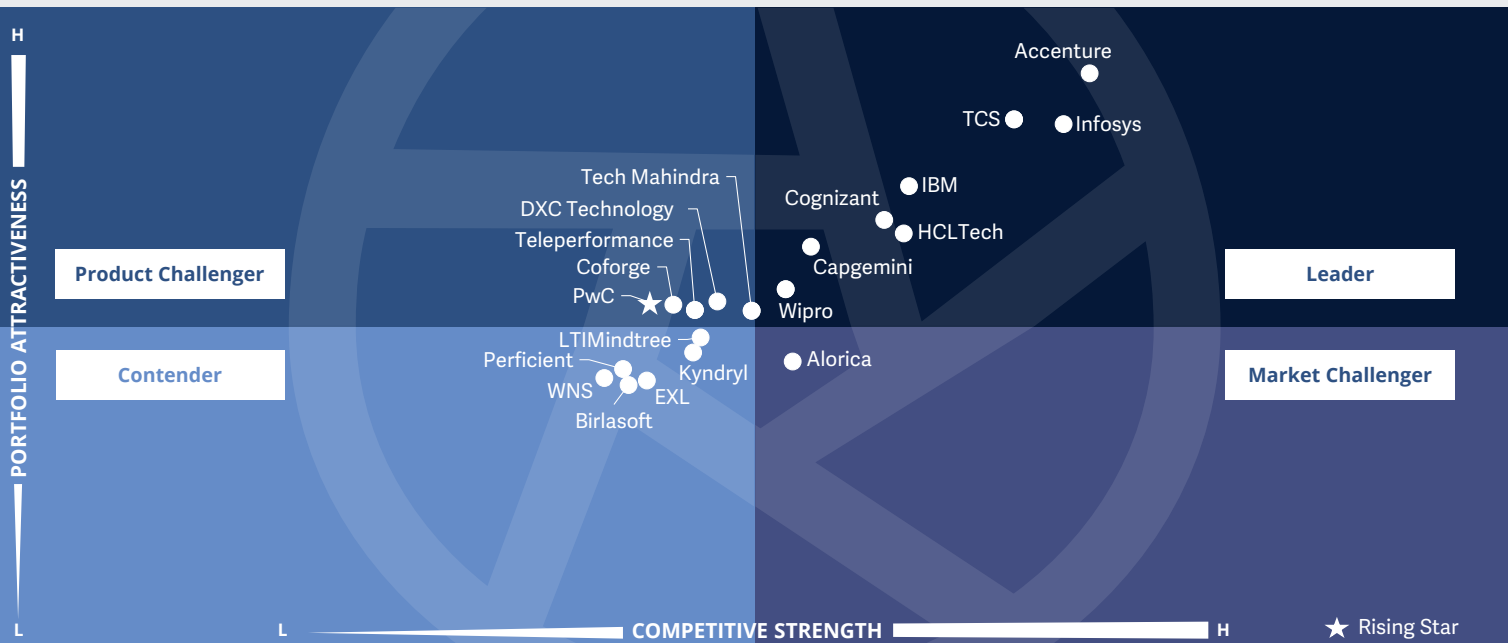


Marketing and sales professionals should read this report to understand the relative positioning and capabilities of providers that can help them harness CIS/CX services effectively.



Power and Utilities – Services and Solutions
Customer Information System (CIS) and Customer Experience (CX)

North America 2023



This quadrant assesses service providers that offer customer-centric solutions and offerings. With the changing customer profile, **a robust CIS will help utilities better manage customer interaction and relationships.**

Swadhin Pradhan



Customer Information Systems (CIS) and Customer Experience (CX)

Definition

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 (CX).

Eligibility Criteria

1. Exposure to **working in CIS and CX** for the power & utilities clients in the market
2. Demonstrate **successful CIS-related engagements** (past and present) with at least three power & utility companies
3. Provide at least one of the following **offerings related to CIS and CX**:
 - 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
 - * 24/7 contact or call centers (customer interaction)
 - * IVR services
 - * Consumer engagement (social media, virtual assistant and chatbots)
 - * Customer self-service
 - * Relationship management
4. Ability to **adapt to changes** in regulations, compliance, rate structures and evolving billing and retail needs
5. Expertise in **applying next-gen technologies**, including automation, analytics, IoT, AI, cybersecurity, cloud and blockchain, for client engagements in this space
6. **Strong partnerships** with industry associations, regulatory bodies, technology firms and startups specializing in power & utilities
7. **Referenceable case studies** for various services and solutions across the value chain



Customer Information Systems (CIS) and Customer Experience (CX)

Observations

The CIS and CX space is fast becoming the key focus area for utilities companies as consumers become prosumers, looking for CX at par with other service-based industries. In addition, the rapid adoption of electric vehicles (EVs) and a focus on energy transition have triggered the need for more efficient CIS/CX solutions. Providers with strong business process management (BPM) capabilities are combining best-of-breed CIS solutions to drive digital CX. The field is dominated by large traditional system integrators (SIs) and BPO/BPM players that have partnerships with leading players such as Oracle and SAP that have CIS offerings for the power and utilities industry.

Providers are also looking to players such as SEW, Powercloud, ENESK, Nexant, and Milestone to drive innovation and solution development in the CIS space. Large providers have many tools and accelerators in addition to product solutions for adding value.

In addition, companies are looking to integrate new age technologies such as IoT, edge, analytics, AI and ML and the cloud, in particular, to execute the strategy of power and utilities companies to provide digital solutions in the CIS space.

From the 100 companies assessed for this study, 21 have qualified for this quadrant, with eight being Leaders and one a Rising Star.

accenture

Accenture, through its strong partnership with SAP and Salesforce around various CIS solutions, provides solutions around omnichannel digital CX, customer insights, contact center solutions in consumer and non-consumer areas and sustainability.

Capgemini

Capgemini's CIS and CX solutions are data-driven offerings, providing key insights to facilitate customer transformation and customer care. The company continues to invest in tools, technologies and platforms to enhance business outcomes for its customers.

cognizant

Cognizant provides targeted CIS and CX solutions for the power and utilities industry through UtilityOne Engage and UtilityOne Insights, an integrated CX solution. In addition, the acquisitions of Utegration and EI-Technologies have further expanded its CIS solutions.

HCLTech

HCLTech, as part of its CIS and CX portfolio, fosters enterprise transformation, brand experience and digital process optimization for clients through its solutions. It has dedicated CoEs for utilities in the U.S., the U.K., Ireland, the Philippines and India.

IBM

IBM offers customized CIS and CX solutions, driven by its focus on AI (Watson) and hybrid cloud. Its software portfolio helps it further customize CIS solutions for the utilities industry. In addition, Envizi, its ESG offering, has strengthened its capability to provide services focused on sustainability.

Infosys

Infosys's CIS and CX offerings cover various aspects of customer systems and initiatives to address the growing needs of prosumers. It offers Salesforce, Oracle, and Microsoft CRM solutions, at scale, and complements them with its strong SAP and Salesforce practice.

tcs TATA CONSULTANCY SERVICES

TCS provides innovative offerings integrated with AI. Through Crystallus, a preconfigured solution suite, and partnerships with SAP, Salesforce and Oracle, it provides implementation and managed services for CIS and CRM products for utilities.



Customer Information Systems (CIS) and Customer Experience (CX)



Wipro's CIS and CX solutions are cloud-based and implemented through its partnerships with leading hyperscalers and CIS vendors. In addition, it is partnering with niche partners to improve its offerings to clients seeking cost-effective solutions.



PwC, Rising Star, brings together its deep industry, advisory, operations, and risk management capabilities to drive CX solutions. The company's CIS and CX solution, Utility Edge Customer Empowerment, is built on Salesforce.





"Cognizant continues to enhance its capabilities in the CIS and CX space through focused acquisitions and partnerships."

Swadhin Pradhan

Cognizant

Overview

Cognizant is headquartered in New Jersey, U.S. and operates in 42 countries. It has more than 351,500 employees across 162 global offices. In FY22 the company generated \$19.4 billion in revenue, with Financial Services as its largest segment. Cognizant offers an array of industry platform solutions and accelerators, including prebuilt templates for SAP and Oracle, to help electric utilities improve billing cycle time, reduce exceptions, improve accuracy and support the smooth rollout of smart metering and new products and services.

Strengths

Targeted CIS and CX solutions: Cognizant has developed a portfolio of focused CIS solutions, covering areas such as customer segmentation, customer self-service, omnichannel customer service and integrated customer communications, and has built several targeted solutions. These include UtilityOne Engage and UtilityOne Insights for the power and utilities industry.

Acquisitions and partner solutions:

Cognizant's recent acquisitions of companies such as Utegration, Lev and EI-Technologies have added capabilities to its portfolio in the areas of CX, marketing, quote-to-cash and billing and also enhanced its capabilities in the Salesforce platform space. The company's CIS solutions include a portfolio of accelerators, including prebuilt templates for SAP IS-U and Oracle CC&B.

Deep SAP and Salesforce expertise:

Cognizant has more than 14,500 SAP and 8,000 Salesforce associates, which makes it one of the most preferred partners for companies in the utilities industry to drive initiatives such as CIS modernization, SAP M2C and Centre for Energy Finance (CEF) Energy Efficiency program. With over 90 clients and more than 6,000 employees, and a presence across the value chain, the company is a reliable provider for the utilities industry.

Caution

Cognizant should look to include more outcome-based pricing options for clients to drive growth. In addition, the company needs to diversify its client base to mitigate any future risks related to changes in market conditions.





Appendix

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

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

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

The study was divided into the following steps:

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



Author & Editor Biographies

Lead Analyst



Swadhin Pradhan
Senior Manager and Principle Analyst

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

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

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

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

IPL Product Owner



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

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

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



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AUGUST, 2023

REPORT: POWER AND UTILITIES INDUSTRY – SERVICES AND SOLUTIONS