

# Retail & CPG Services

A research report comparing provider strengths,  
challenges and competitive differentiators

Customized report courtesy of:

**Infosys**®



**Executive Summary** 03

**Introduction**

Definition 09  
 Scope of Report 10  
 Provider Classifications 10

**Appendix**

Methodology & Team 40  
 Author & Editor Biographies 41  
 About Our Company & Research 43

**Business Transformation Services** 12 - 18

Who Should Read This Section 13  
 Quadrant 14  
 Definition & Eligibility Criteria 15  
 Observations 16  
 Provider Profiles 18

**Digital Innovation Services** 19 - 24

Who Should Read This Section 20  
 Quadrant 21  
 Definition & Eligibility Criteria 22  
 Observations 23  
 Provider Profiles 24

**Platform Modernization Services** 25 - 31

Who Should Read This Section 26  
 Quadrant 27  
 Definition & Eligibility Criteria 28  
 Observations 29  
 Provider Profiles 31

**Managed Services** 32 - 38

Who Should Read This Section 33  
 Quadrant 34  
 Definition & Eligibility Criteria 35  
 Observations 36  
 Provider Profiles 38

Report Author: Philip Carnelley

**Convergence and transformation in the retail and CPG sector in the post-COVID era**

**Retail and CPG are becoming increasingly alike**

Retail and consumer packaged goods (CPG) companies are becoming alike in their operations and aspirations due to changing consumer behavior, technological advancements and market dynamics, a defining characteristic of today's consumer markets.

Notably, CPG companies are adopting a direct-to-consumer (D2C) sales approach to their customers to widen their reach through own-brand stores and online channels. Some major CPG brands aim to achieve more than half of their sales through D2C channels. Even those that do not pursue D2C sales are developing customer relationships through loyalty programs, highly personalized marketing

and offers redeemable through stores. At the same time, many retailers are developing their private-label brands, promoting and selling them directly to consumers in stores and online, blurring the lines between traditional retail and CPG companies. Omnichannel commerce utilizing mobile, social, internet and in-person sales and marketing is thus vital to retailers and CPG companies. New IT approaches, such as headless commerce based on microservices architecture, are paving the way forward.

**Pandemic recovery drives further transformation as customer behavior adapts to the new normal**

The COVID-19 pandemic forced many retail and CPG companies to rapidly adopt digital technologies to meet changing consumer demands. E-commerce platforms became a vital channel for sales, prompting increased investments in online storefronts, mobile apps and omnichannel capabilities. Traditional brick-and-mortar stores also implemented technologies such as contactless payment systems, self-checkout options and in-store

Customer behavior  
**continues to evolve**  
as consumers  
**rediscover** in-person  
shopping.



pickup solutions to enhance the overall shopping experience.

That work continues as the changes made are consolidated and refined as companies evaluate what has worked and what needs to be further changed or developed. Meanwhile, customer behavior continues to evolve as consumers rediscover in-person shopping or discover new preferences, such as quick commerce that offers instant fulfillment from dark stores or micro-fulfillment centers. Therefore, firms need to implement consumer-satisfying and functional models such as buy in-store and return online (and vice-versa). The layout and promotions of food items and other goods in stores have never been more important. The pandemic highlighted the importance of having a robust and efficient supply chain, a strength that has persisted even in the face of behavioral shifts.

Consequently, retail and CPG companies are relying on IT services to digitize and optimize their new customer-facing and supply chain processes. Technologies such as IoT sensors, blockchain and cloud-based supply chain management systems are being used to track

inventory in real time, improve visibility, automate processes and ensure product traceability.

### **Customer experience key focus for digital innovation**

Retail and CPG companies use IT services to enhance customer experience. Personalization has become a key aspect, with companies leveraging customer data to offer tailored recommendations, promotions and loyalty programs. AI and machine learning models are increasingly important in improving the performance of the abovementioned approaches, driving better customer support through automated support services and understanding customers to offer personalized responses. Meanwhile, VR and augmented reality (AR) technologies are being used to provide immersive shopping experiences, allowing customers to visualize products and try them virtually before making a purchase.

Automation and robotics are key innovation areas where service providers can provide valuable expertise and solutions. Retail and CPG companies are increasingly leveraging automation and robotics to streamline

operations and reduce costs. Automated warehouse systems, RPA and autonomous delivery vehicles are increasingly used to improve efficiency in order fulfillment, inventory management and last-mile logistics.

### **AI and analytics based on cloud drive better decisions**

Retail and CPG companies are increasingly leveraging customer and operations data via analytics and business intelligence tools to gain insights into customer behavior, optimize inventory management and improve operational efficiency. They are utilizing advanced analytics techniques such as machine learning and AI to analyze large volumes of data and make data-driven decisions in areas such as demand forecasting, store layout and supply chain optimization.

During the pandemic, many organizations realized that their analytics and decision models were inflexible and based on out-of-date assumptions. Therefore, there is a large movement currently underway to retool and refresh organizations' analytics capabilities using the latest AI-supported technologies and

leverage new cloud-based data architecture to give their models more power, speed and flexibility.

### **Cloud-first is the new normal**

Cloud computing has become the default platform strategy for retail and CPG companies, offering them scalability, agility and potential cost savings. Most organizations have a mix of public, private and hybrid cloud models, and this is set to continue in the foreseeable future.

Organizations are migrating much of their IT infrastructure and business applications to the cloud, enabling them to handle increased online traffic, store and process large amounts of data and leverage cloud-based services for functions such as inventory management, CRM and analytics. Service providers play a key role in devising strategy, highlighting best practices, managing transformations and operating the resultant infrastructures.

### **ESG has become a top priority for retail and consumer executives**

ISG research has shown that ESG (environmental, social and governance) issues and initiatives are now a top priority for retail



and consumer goods company executives, especially in Europe. Companies are looking to reduce their carbon footprint to demonstrate ethical goods supply and creation and reduce waste. Reasons that this trend is so important to firms include:

- **Consumer demand:** Consumers are increasingly demanding that the products they buy are produced in an environmentally and socially responsible way. This is leading to growing demand for sustainable products. Companies that are not seen as being sustainable or ethical in their operations, products and services are at risk of losing market share.
- **Regulatory pressure:** Governments around the world are increasingly regulating businesses to address environmental and social issues. This is leading to a growing compliance burden for businesses, and companies that are not prepared for this are at risk of being fined or even shut down.
- **Investor pressure:** Investors are increasingly considering ESG factors while making investment decisions due to a perception

that these can drive business success and an ethically-driven desire to invest in companies that are committed to sustainability.

ESG initiatives rely heavily on IT systems for reporting, supply chain monitoring and other functions. IT service providers are in a prime position to provide advice and solutions. It is notable that many IT service providers in this study have their own ESG policies, a move to reduce their carbon footprint toward net zero.


### **Security and privacy are retail and consumer businesses' fundamental needs**

The increasing reliance of sales and marketing channels on digital technologies and the ever-growing use and distribution of data (especially consumer data) and AI models to guide business decisions and drive processes have increased the significance of cybersecurity and data privacy. In Europe, an organization's privacy and data sovereignty policies are affecting many customer interactions, cloud deployment and architectural decisions.

The cyber-threat landscape continues to widen with growth in sophisticated criminal activities. Retail and CPG companies are engaged in a race to ensure their security measures and technologies can continue to protect their data against cyberattacks and fraud and ensure compliance with privacy regulations such as the General Data Protection Regulation (GDPR) and the California Consumer Privacy Act (CCPA). They heavily rely on service providers to provide advice, support and implementation of the relevant technologies and strategies.


ESG initiatives are now a top priority for retail and consumer goods company executives to maximize customer appeal and enhance the brand to consumers and investors.



 Provider Positioning


|                | Business Transformation Services | Digital Innovation Services | Platform Modernization Services | Managed Services  |
|----------------|----------------------------------|-----------------------------|---------------------------------|-------------------|
| Accenture      | Leader                           | Leader                      | Leader                          | Leader            |
| Capgemini      | Leader                           | Leader                      | Leader                          | Leader            |
| Cigniti        | Not In                           | Contender                   | Not In                          | Contender         |
| Coforge        | Contender                        | Contender                   | Not In                          | Not In            |
| Cognizant      | Leader                           | Leader                      | Leader                          | Leader            |
| DXC Technology | Market Challenger                | Market Challenger           | Market Challenger               | Market Challenger |
| Eviden (Atos)  | Market Challenger                | Not In                      | Not In                          | Market Challenger |
| Fujitsu        | Market Challenger                | Not In                      | Contender                       | Contender         |
| Genpact        | Rising Star ★                    | Market Challenger           | Contender                       | Contender         |



 Provider Positioning

|                 | Business Transformation Services | Digital Innovation Services | Platform Modernization Services | Managed Services   |
|-----------------|----------------------------------|-----------------------------|---------------------------------|--------------------|
| HCLTech         | Leader                           | Leader                      | Leader                          | Leader             |
| Hexaware        | Product Challenger               | Not In                      | Not In                          | Product Challenger |
| Hitachi Vantara | Market Challenger                | Rising Star ★               | Market Challenger               | Market Challenger  |
| IBM             | Leader                           | Leader                      | Not In                          | Not In             |
| Infosys         | Leader                           | Leader                      | Leader                          | Leader             |
| Kyndryl         | Market Challenger                | Contender                   | Market Challenger               | Leader             |
| LTIMindtree     | Product Challenger               | Product Challenger          | Rising Star ★                   | Leader             |
| Mastek          | Not In                           | Not In                      | Not In                          | Contender          |
| Movate          | Product Challenger               | Product Challenger          | Not In                          | Contender          |



 Provider Positioning

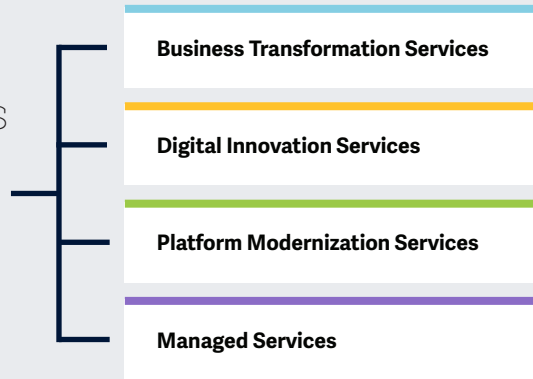
|                     | Business Transformation Services | Digital Innovation Services | Platform Modernization Services | Managed Services   |
|---------------------|----------------------------------|-----------------------------|---------------------------------|--------------------|
| Persistent Systems  | Contender                        | Not In                      | Contender                       | Contender          |
| Softtek             | Contender                        | Contender                   | Product Challenger              | Contender          |
| Sutherland          | Product Challenger               | Product Challenger          | Not In                          | Product Challenger |
| TCS                 | Leader                           | Leader                      | Leader                          | Leader             |
| Tech Mahindra       | Product Challenger               | Product Challenger          | Contender                       | Rising Star ★      |
| Tietoenvy           | Contender                        | Contender                   | Product Challenger              | Contender          |
| UST                 | Product Challenger               | Product Challenger          | Product Challenger              | Contender          |
| Wipro               | Leader                           | Leader                      | Leader                          | Leader             |
| Zensar Technologies | Contender                        | Contender                   | Contender                       | Contender          |





This report assesses retail and CPG services that **enable** clients to **improve, transform, innovate** and **manage** regardless of market changes.

Simplified Illustration Source: ISG 2023



### Definition

The COVID-19 pandemic massively broadened and accelerated the need for the digital transformation of consumer-facing businesses, including that of traditional and online retailers and CPG firms seeking to extend and expand direct-to-consumer (D2C) capabilities and revenues.

The sudden onslaught of billions of consumers shopping extensively through digital channels, combined with equally sudden disruptions in supply chains and resource management, highlighted retail and CPG firms' need to adapt business strategies and models and focus on organizational and operating efficiencies, enhanced consumer interaction, improved core systems for payments and fulfillment and more.

This study assesses business and IT service providers that enable retail and CPG firms to reengineer, advance and sustain a broad range and scale of digital business improvements to facilitate survival and competitiveness in today's digital consumer reality.

The service types and providers examined in this study are detailed under the following quadrants:

- **Business Transformation Services** for clients seeking to transform their business organizations, operations and management to be considered as digital-first enterprises.
- **Digital Innovation Services** for clients seeking new tools and methods that enable advanced business capabilities, including new ways to create business value.
- **Platform Modernization Services** for clients seeking to modernize key components or all their core business management software landscapes.
- **Managed Services** for clients seeking to outsource some or all their IT infrastructure, operations, solutions development, user support and associated development and management.



### Scope of the Report

In this ISG Provider Lens™ quadrant report, ISG covers the following four quadrants for services/solutions: Business Transformation Services; Digital Innovation Services; Platform Modernization Services; and Managed Services.

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

- Transparency on the strengths and weaknesses of relevant providers/software vendors
- 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 providers for a defined market segment (quadrant). Without further additions, the position always applies to all company sizes classes and industries. In case the service requirements from enterprise customers differ and the spectrum of providers operating in the local market is sufficiently wide, a further differentiation of the 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 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 & Market Challenger and Contender), and the providers are positioned accordingly. Each ISG Provider Lens™ quadrant may include a service provider(s) which ISG believes has 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.





# Business Transformation Services

### Who Should Read This Section

This report is relevant to all enterprises in Europe for evaluating retail and CPG business transformation service providers.

In this quadrant report, ISG highlights the current market positioning of managed service providers to retail and CPG clients in Europe and how they address the key challenges faced in the region.

Retail and CPG firms are seeking service providers to help them accelerate their journeys to becoming digital-first businesses as they adapt to the post-pandemic environment and consumer behavior. They need to ensure resilient and flexible supply chains, excellent sales and support and efficient and effective delivery channels that meet customer expectations.

Many firms are extending their operations. CPG firms are taking on the mantle of retailers through D2C services, sales and marketing. Retailers want to increase their footprint by

sourcing and selling own-brand goods and services alongside those from their branded suppliers.

Retail and CPG firms seek service providers to deliver a seamless experience across physical and digital channels to enhance customer engagement, brand awareness and loyalty, grow business and develop new channels, such as social commerce, and models, such as quick commerce and buy-online-return-in-store (BORIS).

Enterprises are adopting sustainable and ethical practices in sourcing to reduce their carbon footprint. They seek advice in addressing all aspects of their environmental, social and governance (ESG) agenda, which many service providers are well-positioned to provide.



#### Marketing, sales and operations

**professionals** should read this report to analyze providers' capabilities in digitally enhancing CX, interactions and business operations.



#### Technology professionals

should read this report to understand providers' relative strengths, weaknesses, digital transformation and service capabilities.



#### Procurement professionals

should read this report to understand better the current landscape, strengths and weaknesses of business transformation providers in Europe.



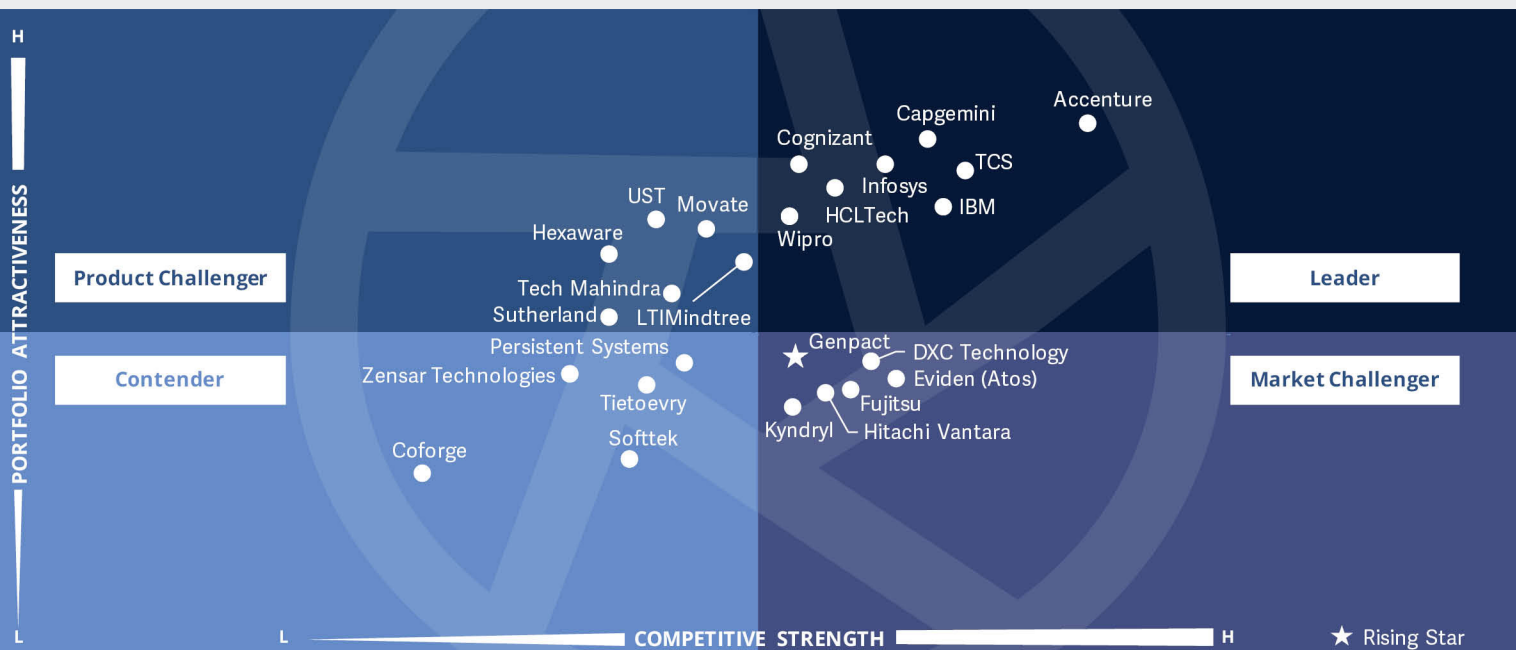
**Digital professionals** should read this report to understand better the strategic and transformative capabilities of business consulting and service providers.



**ISG** Provider Lens™  
Retail & CPG Services  
Business Transformation Services

Source: ISG RESEARCH

Europe 2023



Retail and CPG companies are moving as fast as they can to become **sustainable, digital-first** businesses. This quadrant assesses service providers' capability to support **strategy design** and **digital transformation** initiatives.

*Philip Carnelley*



## Business Transformation Services

### Definition

This quadrant assesses providers' portfolios and their ability to deliver digital business transformation to retail and CPG clients. Clients seeking these services wish to transform their business organizations, operations and management to be seen as digital-first enterprises.

Firms competing in the retail and CPG space recognize the need for business transformation and improve the way things get done. However, even companies with excellent resources, including the largest brands, lack the expertise and capability to perceive, develop, implement and manage the transformation. They need insights, skills and competencies in developing strategies, guidance in implementing and managing the necessary changes, and assistance in implementing and sustaining those changes to undergo a digital transformation.

Clients undergoing such transformation are typically seeking to become a more digital-first and cloud-first business, requiring significant investment in cloud-based digital technologies and applications. However, technology is not and should not be the sole parameter of value. Assessment of services and providers in this quadrant includes the scope of transformation provided, how providers enable this transformation and in which aspects of business, and how providers enable sustainable and continuous operational improvement over time.

### Eligibility Criteria

1. Digital optimization in **sales and operations**
2. **Sustainability/ESG strategy and positioning**
3. **Intelligent supply chain** and logistics management
4. **Integrated order and inventory operations and management**
5. **Multichannel and omncommerce enablement** of buying/returning and cross-channel shopping with multichannel support
6. **Micro-fulfilment/quick commerce/on-demand/dark store enablement** to allow impulse buying with rapid-response delivery options
7. **Consumer payment optimization** with digital and non-digital options, including integrating commerce systems with the finance and payment systems of stores and third parties to allow facilities such as buy now/pay later



## Business Transformation Services

### Observations

To compete and win in today's market, retail and CPG firms require digital business transformation to help them meet evolving customer expectations, improve their abilities to handle omnichannel commerce and maintain robust and flexible supply chains. The competitive landscape continues to evolve with new concepts such as quick commerce as retail and CPG providers increasingly overlap and compete for customers.

A winning provider of business and IT transformation services is one that can help its clients to navigate the challenges brought on by the rise of e-commerce and omnichannel platforms, changing customer behavior, hyper-personalization and growing supply chain complexities. The provider should envision solutions and chart a forward path to a digital-first, agile, resilient operation that is growing and profitable.

From the 27 companies assessed for this study, 25 have qualified for this quadrant, with 8 being Leaders and one a Rising Star.



**Accenture** is a global consulting and IT services provider with strong industry thought-leadership activities. This guides its approach to digital business transformation, backed by its many industry relationships, to help retail and CPG clients drive success and growth.



**Capgemini** has a strategic consulting-oriented approach to digital business transformation with its retail and CPG clients. It has extensive experience and consulting capabilities that can drive physical and digital transformation.



**Cognizant's** modern, architectural and strategic approach to digital business transformation has been augmented with many well-targeted acquisitions. Its innovation capabilities have led to many industry-specific solutions.



**HCLTech** offers many digital business transformation solutions and services to retail and CPG customers. Notable strengths include payment transformation and sustainability solution design.



**IBM** has maintained a leading position in offering business and IT services to the retail and CPG industry for many decades. It offers centers of competency and architectural blueprints to support its service offerings.



**Infosys** has experience in delivering end-to-end service offerings and platforms to retail and CPG firms. It offers a rich portfolio of services and solutions plus proprietary tools to help retailers with digital transformation.



**TCS** provides IT services and solutions globally, with substantial expertise in offering transformation services to retail and CPG companies. The company's AI-based TCS Algo Retail framework and platforms help it to derive business value using data and algorithms.





## Business Transformation Services



**Wipro** offers strategy, business and IT consulting services across the retail and CPG sector. It has in-depth experience and a robust partner ecosystem to help midsize and large retailers in digital transformation.



**Genpact** (Rising Star) brings extensive knowledge of business processes in retail, CPG and other industries and platform capability to guide its services in digital business transformation.





“Infosys is a major provider of digital business transformation services to its retail and CPG clients.”

Philip Carnelley

# Infosys

## Overview

Infosys is headquartered in Bengaluru, India and operates in 54 countries. It has more than 343,200 employees across 247 global offices. In FY23 the company generated \$18.2 billion in revenue, with Financial Services as its largest segment. It has one of the industry's largest retail and CPG practices, valued at approximately \$3 billion, with 55,000 FTEs. Over two-thirds of its CPG and retail revenue comes from digital transformation projects. A quarter of its CPG and retail segment revenue comes from its European clients, which include a German sportswear retailer, a European grocery retailer, a Belgian multinational drink and brewing company, and British producer of health, hygiene & nutrition products.

## Strengths

### Domain-led digital transformation:

Infosys offers industry-specific solutions for omnichannel commerce, in-store transformation, inventory management, warehouse operations, fulfillment services and supply chain. It spans the value chain from R&D through planning & sourcing, procurement, merchandising, and CRM, supply chain, store operations and channels.

### Thought leadership augments proprietary platforms:

The Infosys Knowledge Institute and Infosys Center for Emerging Technology Services (iCETS) form a centralized repository for industry know-how, e.g. knowledge and advice on establishing ESG initiatives. Infosys digital platforms help accelerate transformation, including Infosys Equinox for human-centric commerce and TradeEdge

for resilient supply chains. Its Cognitive First framework helps CPG organizations to enable digital experiences and boost operational efficiencies. It includes use cases and accelerators, integrating data, ML, IoT and automation.

**Bespoke engagement models:** Infosys offers a range of options to meet clients' needs and financial objectives. These include an intellectual property/royalty model where the client pays a fee for Infosys IP; a performance-based model that combines T&M and fixed-fee pricing with added contractual commitments; and a business outcome-based model where business impact is linked to payouts.

## Caution

Infosys works almost entirely with large retail and consumer goods organizations. Its approach, combining platforms and services, is suitable for midsize enterprises; however, the terms of engagement need to be carefully considered.





# Digital Innovation Services

### Who Should Read This Section

This report is relevant to all enterprises in Europe for evaluating retail and CPG digital innovation service providers.

In this quadrant report, ISG highlights the current market positioning of providers offering digital innovation services to retail and CPG clients in Europe and how they address the key challenges faced in the region.

European enterprises are seeking to advance their business models and attract customers using new and emerging digital technologies such as AI, IoT, 5G and AR/VR and metaverse. They can offer new customer experiences and sharp differentiation from their competitors.

Retail and CPG enterprises want to develop AI-enabled data and analytics to enhance business operations and better understand and personalize customer interactions. Moreover, these firms seek new and real-time visibility into their complex supply chain ecosystems.

The abovementioned new technologies can assist with many retail and CPG operations. For instance, mobile applications can improve employee effectiveness and experience and customer experience, while cameras and robotics can improve warehouse automation.

Many service providers have proven experience and research expertise in these areas and can help retail and CPG firms implement their innovation agenda.



**Operations, marketing and sales professionals** should read this report to understand providers' capabilities for using new technology to improve CX, sales, marketing and decision-making.



**Technology professionals** should read this report to understand innovation service providers' technical portfolios, experience, and relative strengths and weaknesses.



**Procurement professionals** should read this report to understand better the current landscape, strengths and weaknesses of digital innovation service providers in Europe.



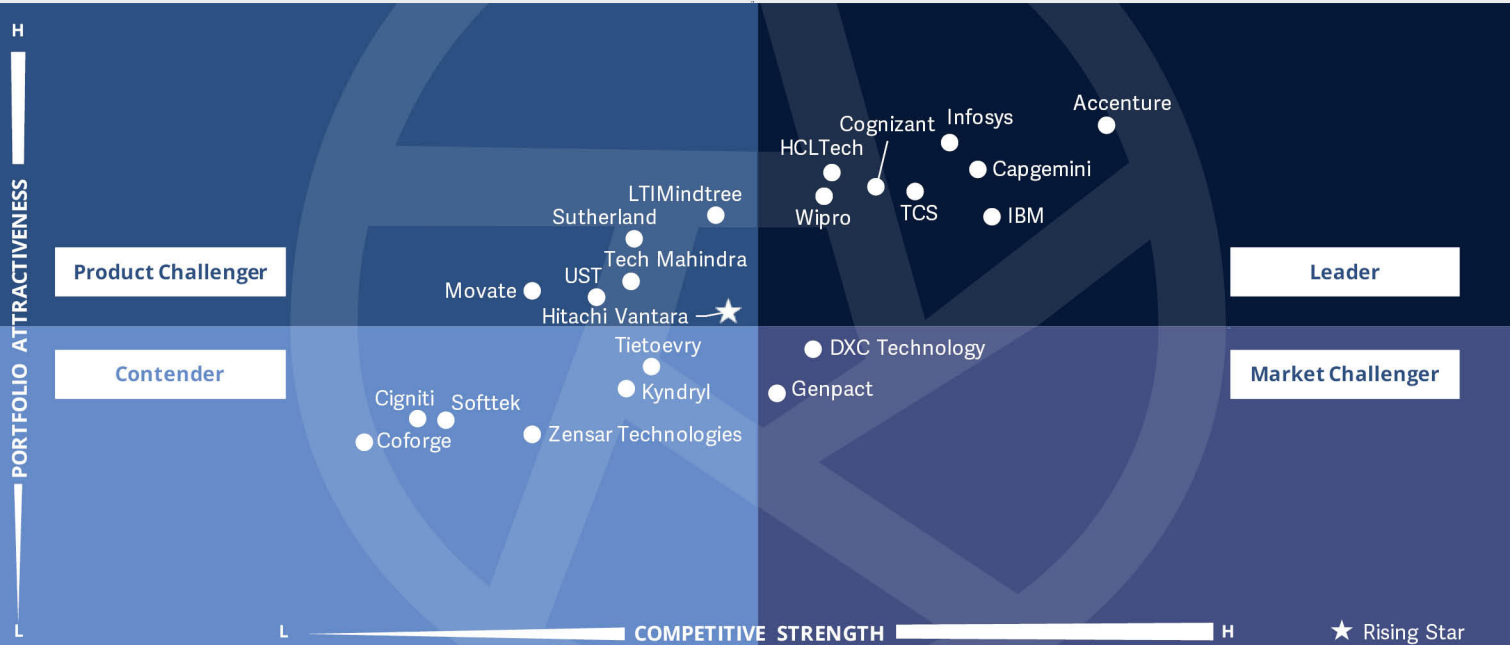
**Digital professionals** should read this report to understand better the digital innovation capabilities, potential and experience of consulting and service providers.



**ISG** Provider Lens™  
Retail & CPG Services  
Digital Innovation Services

Source: ISG RESEARCH

Europe 2023



This quadrant assesses service providers' ability to support their retail and CPG customers in their quest to utilize and leverage **innovative and emerging digital technologies** to improve their **customer experience** and **business operations**.

*Philip Carnelley*



### Definition

This quadrant assesses providers for their ability to offer technological innovations within retail and CPG businesses. Clients seeking services in this space are on the lookout for providers offering new tools and methods to enhance business capabilities, including new ways to create customer value.

Clients seeking services offered by providers assessed in this quadrant typically look for answers to the following questions:

- What technologies and services should they use to innovatively develop and deliver more customer value?
- How should they use these technologies and services?

Providers in this quadrant help clients undergoing digital transformation to create business innovations that enable:

- New types of customers and market interaction
- New and better revenue streams from customers

- New business models with increased revenue and profit margins

Clients in this space have experienced a certain level of strategic digital transformation and are looking at ways to enhance these capabilities into significant business benefits, including setting up new businesses, finding advanced ways of doing business and entering new business markets. Their success in these undertakings depends on their ability to combine established, emerging, leading-edge and potentially disruptive technologies such as AR/VR, blockchain and AI. To these clients, providers' value will depend on their ability to translate the use of innovative technologies into business innovations for clients.

### Eligibility Criteria

1. **Customer experience and hyperpersonalized marketing**, using CRM and social media to optimize customer service and micro-target messaging and improve loyalty programs
2. **Blockchain technologies** to make complex supply chains and logistics more transparent
3. **Metaverse/AR/VR environments and applications** to enhance customer experience
4. **Camera-vision and robotics** that enable checkout-free stores, automatic inventory replenishment and warehouse automation
5. **AI-enabled data and analytics**, including competency in platforms, tools and applications, for customer insights, demand forecasting and predictive pricing
6. **Warehouse automation**
7. **Retail media/point of purchase marketing**, including stored, streaming, and interactive media targeted at potential purchasers
8. **AI-generated content**



## Digital Innovation Services

### Observations

Retail and CPG firms can use many new and rapidly evolving technologies to improve their customer experience, better understand customers and market demand and improve their internal operations such as inventory management, supply chain and logistics optimization and warehouse automation.

Technologies with immense potential to enable customers' phygital (blended physical and digital) experiences include IoT, AI, machine learning, data analytics, camera/vision, robotics and metaverse (AR/VR).

Leading companies can provide expertise and guidance in the ideation, usage and implementation of many or indeed all of these technologies and techniques, along with expertise in their use in the industry – the costs, best practices and pitfalls to avoid.

From the 27 companies assessed for this study, 22 have qualified for this quadrant with eight being Leaders and one Rising Star.

### accenture

**Accenture** is a truly global provider of consulting and IT services with strong thought-leadership activities around digital innovation. This strongly appeals to retail and CPG clients looking to improve and transform their businesses using emerging digital technologies.



**Capgemini** has a strategic approach to digital transformation for its retail and CPG clients with its retail labs and approach to innovation. It has supplemented these with a series of acquisitions to bolster its capabilities in design and ideation.



**Cognizant's** modern, architectural and strategic approach to digital transformation and innovation has been significantly augmented with many well-targeted acquisitions of specialist tech solutions providers.

### HCLTech

**HCLTech's** digital transformation capabilities are firmly underpinned by its strength in product engineering, IP and platform solutions.



**IBM** has been a leader in business and IT services for retail and CPG industries for many decades. It was one of the earliest implementors of industry solutions for analytics, AI, blockchain and other innovations.



**Infosys'** innovation-by-design approach guides its digital innovation capabilities for retail and CPG clients, developed through partnerships, co-innovation and internal development.



**TCS'** digital innovation services have a strong research foundation supplemented by a broad innovation ecosystem.



**Wipro's** digital innovation services include utilizing well-established platform solutions such as its AI-centric Wipro HOLMES automation platform.

### Hitachi Vantara

**Hitachi Vantara's** (Rising Star) approach to digital innovation is strongly driven by its engineering capabilities, in line with its parent company. It is particularly focused on midmarket company solutions.



# Infosys



"Infosys has extensive digital innovation capabilities generated through partnerships, co-innovation and internal developments."

*Philip Carnelley*

## Overview

Infosys is headquartered in Bengaluru, India and operates in 54 countries. It has more than 343,200 employees across 247 global offices. In FY23 the company generated \$18.2 billion in revenue, with Financial Services as its largest segment. It has one of the industry's largest retail and CPG practices, valued at approximately \$3 billion, with 55,000 FTEs. Over two-thirds of its revenue comes from digital transformation projects, and one-quarter from Europe. Its innovation-by-design approach is at the heart of its digital innovation projects for retail and CPG clients. Notable European customers include a German sportswear retailer, a European grocery retailer, a Belgian multinational drink and brewing company, and British producer of health, hygiene & nutrition products.

## Strengths

**Innovation by design:** Infosys' approach includes its Infosys Innovation Network (IIN) – a partnership between select startups and Infosys to provide innovative services to clients. Technologies it is actively developing solutions include generative AI, hyper-personalized marketing, blockchain, RPA, camera/vision and robotics for autonomous stores, new retail media models, trade promotion optimization (TPO), cybersecurity and AI- and ML-augmented approaches to warehouse optimization.

**Metaverse use-case design and implementation:** Infosys has established a metaverse CoE to bring together domain and design expertise with digital accelerators and platforms, including the Infosys XR Platform, Virtual Living Labs (VLL) and an industry-agnostic non-fungible token platform (NFT)

platform. Examples of the applications under development include virtual try-on for tennis wear, envisioning virtual home furnishings in situ and envisioning aircraft interiors.

**Design-led HX transformation:** Infosys believes in putting the human at the center of its digital innovation efforts. It aims to combine business and technology for better business outcomes by leveraging its creative agency Wongdoody, which was reinforced in 2022 with the acquisition of Oddity, a German digital experience agency.

## Caution

Although Infosys has demonstrated notable work in digital innovation in the retail and consumer space, it should not rest on its laurels but continue to strive to stay on top of the latest advancements in emerging technologies.







# Platform Modernization Services

### Who Should Read This Section

This report is relevant to all enterprises in Europe for evaluating retail and CPG platform modernization service providers.

In this quadrant report, ISG highlights the current market positioning of providers offering platform modernization services to retail and CPG clients in Europe and how they address the key challenges faced in the region.

Most European retail and CPG organizations have accelerated their transition to becoming cloud-first in their IT due to the impact of the COVID-19 pandemic. However, that process is by no means complete. They now seek to continue and accelerate the migration and modernization process to achieve business agility, customer reach, IT economies and scalability.

In Europe, there is a growing demand for headless commerce architectures among retail and CPG firms to allow greater flexibility and power in omnichannel delivery plus

personalized and tailored e-commerce experiences. Headless commerce requires significant re-architecting of the application landscape.

With the move to the cloud and an evolving regulatory landscape, especially in Europe, firms are looking to build security and compliance measures to safeguard business information and clients' personal data. They seek service providers that have solid partnerships with cloud Hyperscalers and strong understanding of sovereign cloud architectures to accelerate their cloud transformation.

Service providers have extended their capabilities for helping enterprises with complete planning and cost-effective cloud migration. There has been significant focus on developing a comprehensive migration plan with defined timelines, resource allocation and risk management strategies to result in a scalable and secure cloud-based infrastructure for enterprises.



**Operations, marketing and sales professionals** should read this report to analyze providers' capabilities in enhancing CX and improving business processes through new cloud solutions.



**Technology professionals** should read this report to understand providers' strengths and weaknesses and how their cloud modernization strategies and capabilities can upgrade the IT landscape.



**Procurement professionals** should read this report to understand better the competitive landscape of platform modernization services providers in Europe.



**Digital professionals** should read this report to understand how platform modernization service providers can help build new capabilities in the cloud.



**ISG** Provider Lens™  
Retail & CPG Services  
Platform Modernization Services

Source: ISG RESEARCH

Europe 2023



Retail and CPG firms are adopting a **cloud-first platform strategy**. This quadrant assesses service providers' ability to offer clients **platform transformation services**, from strategic assessment to implementation, **through migration and modernization**.

*Philip Carnelley*



## Platform Modernization Services

### Definition

This quadrant assesses service providers' ability to modernize the software environments of retail and CPG clients. This includes fostering digital-first environments that enable and sustain clients' ability to transform into competitive digital business leaders.

Clients seeking services in this space typically look for providers that can support them in modernizing key components or their complete core business management software

landscape. A key aspect of this support is the providers' ability to migrate client workloads into secure and flexible cloud environments. It often includes the migration of core business management software platforms (for example, Microsoft, Oracle and SAP) and business data to secure public, private or hybrid cloud environments that give greater flexibility, scalability and economies and facilitate digital business capabilities.

Critical provider capabilities include an overall digital vision for retail and CPG businesses and demonstrated expertise in aligning that vision with client-specific business strategies, goals and operations. Leaders in this quadrant deliver better software and service architectures and advanced ways to access and utilize these more effectively in changing/emerging digital-first environments (for example, enabling mobile optimized interactions).

### Eligibility Criteria

1. **Software workload/data migration and management capabilities**, including migration and harmonization of business data
2. **Cloud vision** and as-a-service offerings that deliver scalability and operational cost advantages using public, private or hybrid clouds
3. **Applications migration and modernization**, including software lift-shift and complete landscape migration
4. **Cybersecurity services** to protect data, prevent data breaches and ensure operational viability
5. **Mobile-first enablement** to improve the ability of consumers and staff to interact with retail and CPG firms and their systems
6. **Headless commerce architectures** for better control over branding, customer experience, scalability and flexibility



## Platform Modernization Services

### Observations

The principal drivers for retail and CPG firms to adopt a cloud-first strategy include changing customer preferences toward omni-commerce channels, the increasing need to build more resilient and flexible supply chains and logistics and improving the availability and storage and use of data for analytics and AI.

There are significant constraints and cost drivers for organizations and service providers driving modernization decisions. Organizations need flexibility, scalability and reasonable certainty over the cost implications of modernization. They will likely want to know that modernization will reduce their carbon footprint and improve their sustainability credentials. They will certainly want to know that their cyber risk profile is reduced, not increased, by the use of cloud solutions – and that neither customer’s data privacy nor their own regulatory compliance are compromised by moves to the cloud.

Leaders in this space should exhibit knowledge and expertise in the latest cloud applications and data architecture, in the legal frameworks governing the use of cloud and in the latest IT and data protection technologies and techniques. Most organizations will have a multi-cloud strategy. Therefore, service providers must demonstrate partnerships, knowledge and expertise in the primary cloud platform offerings.

From the 27 companies assessed for this study, 19 have qualified for this quadrant, with seven being Leaders and one a Rising Star.

### accenture

**Accenture** provides a comprehensive cloud migration framework to retail and CPG clients. The company has expertise in application modernization and cloud migration using technologies such as AI and ML.

### Capgemini

**Capgemini** provides its customers with cloud infrastructure, application migration and modernization services. The company utilizes its frameworks and accelerators to assist in the migration process.

### cognizant

**Cognizant** is expanding its cloud migration offerings through acquisitions focusing on digital engineering, AI and IoT. The company has a set of cloud tools, accelerators and frameworks to support its solutions.

### **HCLTech**

**HCLTech** assists retail and CPG clients in platform modernization with its engineering capabilities, platforms and accelerators, including its CloudSMART framework.

### Infosys

**Infosys** offers comprehensive infrastructure modernization and automated infrastructure management, aiming toward a microservices architectural approach.

### TCS TATA CONSULTANCY SERVICES

**TCS**’ modernization services include preconfigured application modernization solutions and a broad infrastructure security portfolio to support its clients’ modernization strategies.



## Platform Modernization Services



**Wipro** has developed toolkits and templates to enable e-commerce services on cloud. Its Wipro Holmes for cloud offers end-to-end, AI-based enterprise automation solutions.



**LTI Mindtree** (Rising Star) has assisted clients in modernizing and migrating critical workloads to the cloud. The company utilizes its Canvas JORITZ, an AIOps tool, to automate clients' IT management operations.





“Infosys aims to bring large-scale modernization and migration for its clients with minimal disruption.”

Philip Carnelley

# Infosys

## Overview

Infosys is headquartered in Bengaluru, India and operates in 54 countries. It has more than 343,200 employees across 247 global offices. In FY23 the company generated \$18.2 billion in revenue, with Financial Services as its largest segment. It has one of the industry's largest retail and CPG practices, valued at approximately \$3 billion, with 55,000 FTEs, of which around 13,000 work on platform modernization. One-quarter of its revenue comes from Europe. Its notable European customers include which include a German sportswear retailer, a European grocery retailer, Belgian multinational drink and brewing company, and British producer of health, hygiene & nutrition products.

## Strengths

**Headless digital commerce platform:** Infosys Equinox is a cloud-native, API-first, headless commerce platform built on MACH-X design principles to transform operations to implement marketplaces, digital malls and new e-commerce modes such as quick commerce. Its solutions include in-store scan-and-go, loyalty points for brands across retail outlets and integrated virtual try-on. Infosys Equinox Studio is a related cloud-native no-code/low-code solution builder.

**Platform cloud assets:** The Infosys Live Enterprise Application Development Platform (iLEAD), part of Infosys Cobalt, is designed to simplify and accelerate the ADM journey, incorporating cloud assets, standards and best practices leveraging modernization programs for more than 600 clients. Cobalt

2.0, introduced late in 2022, is more industry focused. For retail and CPG, Cobalt 2.0 includes assets for autonomous supply chains, intelligent store management, grocery insights and more.

**Secure by design approach:** Infosys's cybersecurity program uses a four-dimensional approach of Diagnose-Design-Deliver-Defend. Its service offerings cover identity and access management, governance, threat detection and response, data privacy and protection, cyber advisory services and managed security services. Infosys is pivoting from an asset-based approach to a risk-based one to optimize costs.

## Caution

The industry-specific retail and CPG aspects of Infosys Cobalt 2.0 are still new and are being rolled out into the market. Although comprehensive, Infosys' platforms and accelerators may not be quite what the client needs and should be evaluated against alternatives.





# Managed Services



### Who Should Read This Section

This report is relevant to all enterprises in Europe for evaluating retail and CPG managed service providers.

In this quadrant report, ISG highlights the current market positioning of providers offering managed services to retail and CPG clients in Europe and how they address the key challenges faced in the region.

European enterprises are using new cloud capabilities to upgrade their IT infrastructure and applications' scalability and adaptability with reduced operational costs. They are seeking business process and IT outsourcing service providers to help them use state-of-the-art development and management services such as DevOps, AIOps and FinOps for maximum efficiency.

Many firms seek business process services to support their operations, including customer service and support, insight and analytics, finance and industry-specific processes such as store operations, buying and planning.

Modernizing back-office processes can free up resources to work on more differentiating, industry-specific work.

Due to increasing cloud migration, the rising scope of cyber threats and the developing regulatory landscape around privacy and data use, retailers need state-of-the-art security and privacy management service offerings. They are keen to seek outside support and assistance.

In the abovementioned areas, many retailers and CPG firms seek customized service agreements from their providers, with new approaches, such as experience level agreements, becoming more common.



**Operations, marketing and sales professionals** should read this report to analyze providers' capabilities in managing CX, business processes and data to drive down costs/improve operations.



**Technology professionals** should read this report to understand providers' strengths and weaknesses and the scale and scope of their modernization, IT management and cybersecurity services.



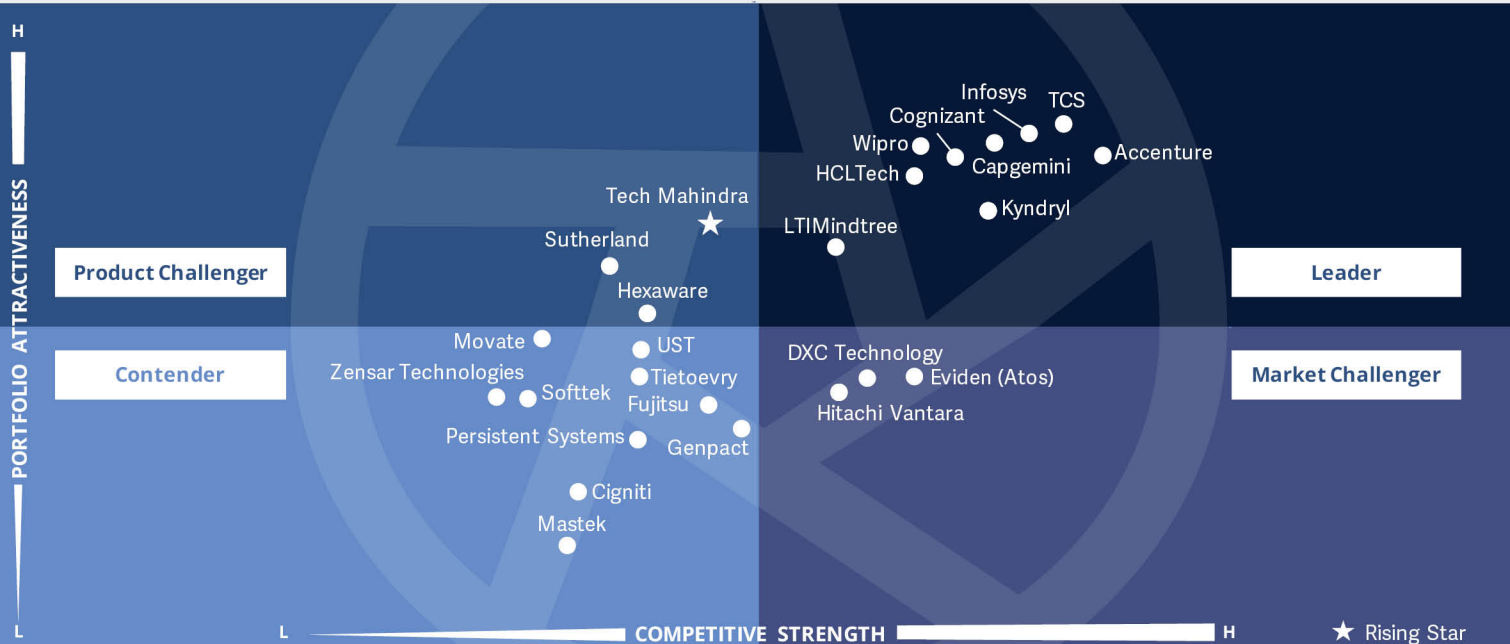
**Procurement professionals** should read this report to understand better the current landscape of managed service providers in Europe.



**ISG** Provider Lens™  
Retail & CPG Services  
Managed Services

Source: ISG RESEARCH

Europe 2023



Retail & CPG firms wish to increase the **effectiveness** of business and IT operations and **efficiency**. This quadrant assesses how service providers support those goals through managed services for **business, IT, privacy and security operations**.

Philip Carnelley



## Managed Services

### Definition

This quadrant assesses providers of managed IT services, optimized for retail and CPG clients. Such services typically include infrastructure, networking, applications development and management, and IT security delivered and managed as services.

Clients seeking service providers in this space wish to outsource some or all their IT infrastructure, operations, solutions development, user support, and associated development and management. Leading providers are agile and effectively manage evolving software, networking, infrastructure and support requirements.

Applications of multiple forms of AI improve the agility of managed services providers. The most effective providers leverage AI for large-scale, adaptive automation, which, in turn, enables the use of predictive analytics, system diagnoses and assisted decision-making to increase the efficiency of business operations. Clients increasingly seek providers that ensure compliance with data privacy regulations (for example, the GDPR).

Managed service providers should develop and provide services that address clients' strategic business needs, using disruptive, emerging and market-optimized technologies. In short, managed services providers are a critical resource in enabling retail and CPG clients' grow and succeed as digital-first and innovative enterprises.

### Eligibility Criteria

In addition to having a demonstrated presence and an active client base in the Retail & CPG space, providers assessed in this quadrant must demonstrate expertise in some or all of the following capabilities:

1. **Application management** of core finance/ERP/HCM/CRM, sourcing/procurement/purchasing and SCM, POS and payment software and mobile apps
2. **Agile development**, QA and testing, including DevOps and AIOps
3. **Privacy/GDPR compliance management**
4. **IT security management**, including security-as-a-service
5. **Network/infrastructure management**, including core infrastructure management and VPN/SDN management



## Managed Services

### Observations

Retail and CPG firms have general and industry-specific managed service needs to support their business and IT operations and technology infrastructure.

Besides general support needs such as application, infrastructure and network management, other specialist IT-managed service requirements include point of sale (POS) systems support for sales transactions and inventory management, e-commerce and web application support and retail and CPG-specific vendor management.

Retail and consumer businesses are inherent parts of ecosystems. For example, close interaction with suppliers and last-mile delivery firms for supply chain efficiency. So, the business's IT must be architected and managed to work effectively in that ecosystem context.

Because customer interactions are central to businesses, IT security, privacy and compliance needs, data management capabilities, backup

and recovery are important to retail and CPG firms. Many firms require customer service support and call center operation services.

Consequently, the requirements of managed service suppliers by their retail and CPG clients are as demanding as in any industry. Leading suppliers have successfully embraced the latest approaches, such as AIOps and FinOps in cloud service management and Agile for application development. In network management, many retailers seek to take advantage of 5G possibilities. In business process as a service (BPaaS), suppliers must demonstrate industry process capabilities and the ability to improve both effectiveness and efficiency through process modeling, management and improvement.

From the 27 companies assessed for this study, 25 have qualified for this quadrant with 9 being Leaders and one Rising Star.

### accenture

**Accenture** provides a range of managed services for applications, infrastructure and cloud solutions. Accenture manages client infrastructure by leveraging advanced technologies such as automation, AI and ML.



**Capgemini** has a wide portfolio of managed services offerings, from roadmap development to IT operating model development. It also has a range of tools and accelerators to enhance its managed service offerings.



**Cognizant's** managed service offerings include Cognizant Automation Center, an AIOps platform that facilitates the transition to the no-touch ZeroOps model, and IntelliPeak to help retailers cope with peak holiday season demand.

### HCLTech

**HCLTech's** managed services include digital experience monitoring, IT service management, AIOps and application lifecycle management. Strength in infrastructure and network management solutions can confer a competitive advantage in the market.



**Infosys** has a comprehensive service offering that leverages automation and AI for managed services. For instance, it uses its Live Enterprise Application Platform (LEAP) platform for managed real-time supply-chain interactions.

### kyndryl

**Kyndryl's** extensive experience and expertise in providing IT infrastructure services, cloud and application services at large scale to enterprise clients over the years make it a leader in managed services.



## Managed Services



**LTIMindtree's** recent merger has greatly improved its capability in managed services. It offers frameworks and tools to enable integrated full-stack digital operations.



**TCS** offers end-to-end IT managed services across enterprise applications, IT systems management, automation and digital engineering. Its Machine First Delivery Model (MFD) targets improving operational efficiency through automation and AI.



**Wipro** offers end-to-end managed services with tools, frameworks and an innovation ecosystem leveraging DevSecOps, intelligent automation and AI. It provides integrated services and platforms for managing applications, infrastructure, cloud and security operations.



**Tech Mahindra** (Rising Star) is becoming increasingly notable for its delivery approach. The company adopts an integrated service management strategy to oversee and optimize clients' entire IT ecosystem.



# Infosys



“Infosys brings a strongly cognitive- and security-oriented approach to managed services for its retail and CPG clients.”

*Philip Carnelley*

## Overview

Infosys is headquartered in Bengaluru, India and operates in 54 countries. It has more than 343,200 employees across 247 global offices. In FY23 the company generated \$ 18.2 billion in revenue, with Financial Services as its largest segment. It has one of the industry's largest retail and CPG practices, valued at approximately \$3 billion, with 55,000 FTEs, of which more than half work on managed services. One-quarter of its revenue comes from Europe. Its notable European customers include which include a German sportswear retailer, a European grocery retailer, Belgian multinational drink and brewing company, and British producer of health, hygiene & nutrition products.

## Strengths

**Cloud DevOps services:** Infosys aspires to offer business-first, cognitive-first and end-to-end integrated IT operations. Powered by Infosys Cobalt, a set of services, solutions and platforms, Infosys' Cloud DevOps services aim to minimize efforts and costs and maximize scalability and reliability. The company has developed reusable libraries across technology stacks for DevOps and AIOps and introduced a pay-for-performance managed services model that incorporates metrics for speed, stability and quality across the plan, build and run.

**Managed services portfolio:** Infosys aims to help its clients expand business operations and deliver innovative shopping experiences. The company has developed industry-specific tools and platforms offering

application management services (AMS) and analytics services with real-time data visibility into IT infrastructure. Infosys Live Enterprise Application Management Platform (LEAP) has self-healing capabilities and aims to improve business efficiency and predictability in IT operations.

**Automation-enabled services:** Infosys has developed a repository of over 26,000 reusable IT project service bots. These enable clients to run operations through autonomous integration with backend systems and handle complex conversational workflows effectively with reduced effort.

## Caution

Infosys can further enhance its managed services offerings for retail and consumer companies by helping clients leverage advanced technologies such as metaverse and generative AI in operations, and by designing new security service offerings around omnichannel e-commerce platforms for online fraud prevention and detection.





# Appendix

The ISG Provider Lens 2023 – Retail & CPG Services research study analyzes the relevant service providers in the Europe market, based on a multi-phased research and analysis process, and positions these providers based on the ISG Research methodology.

**Lead Author:**

Philip Carnelley

**Co-Lead Analyst:**

Bruce Guptill

**Editors:**

Radhika Venkatachalam and Dona George

**Research Analyst:**

Varsha Sengar

**Data Analyst:**

Shilpashree N

**Quality & Consistency Advisors:**

Sunder Pillai and Pratibha Salwan

**Project Manager:**

Sonam Khanna

Information Services Group Inc. is solely responsible for the content of this report. Unless otherwise cited, all content, including illustrations, research, conclusions, assertions and positions contained in this report were developed by, and are the sole property of Information Services Group Inc.

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 July 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 Retail & CPG Services 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 Author*



**Philip Carnelley**  
**Lead Analyst**

Philip Carnelley is a lead analyst for the ISG Provider Lens (IPL) service. He has over 40 years' experience of working in the technology industry as an analyst, consultant and applications developer, in a variety of industries. His focus areas for research have included enterprise applications deployment and use, AI, data and analytics, and digital business transformation. In 2018 he was named one of the top 100 global influencers in digital transformation by Onalytica.

Philip holds a Master's degree in Control Engineering from Sheffield University and a Bachelor's degree in Mathematics from Manchester University. He is a member of the British Computer Society and a Chartered Engineer.

*Co - Lead Analyst*



**Bruce Guptill**  
**Distinguished Analyst**

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.

Bruce holds a Masters' degree in Marketing and Finance from Framingham State University, and a B.A. in business and mass media communication psychology from the University of Connecticut. He also holds certifications in a wide range of software, hardware, and networking technologies, as well as in mechanical and electrical engineering disciplines.



## Author & Editor Biographies



**Varsha Sengar**  
**Senior Research Analyst**

*Enterprise Context and Global Overview Analyst*

Varsha Sengar is a senior research analyst at ISG and is responsible for supporting and co-authoring Provider Lens™ studies on Workday Ecosystem, Manufacturing Industry Services and Retail & CPG Services. She has over 6 years of experience in technology research and in her prior role, she has carried out multiple ad-hoc projects delivering industry level actionable insights and recommendations. At ISG, she is responsible for delivering enterprise perspective for IPL studies and collaborates with analyst, advisors, and enterprise clients on various research requests which include primary and secondary research.

She supports the lead analysts of multiple regions in the research process and authors the global summary. Her area of expertise lies across various technologies like IoT, Artificial Intelligence, Smart Homes, and Autonomous Driving.



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

*IPL Product Owner*

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 partner 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.



### ISG Provider Lens™

The ISG Provider Lens™ Quadrant research series is the only service provider evaluation of its kind to combine empirical, data-driven research and market analysis with the real-world experience and observations of ISG's global advisory team. Enterprises will find a wealth of detailed data and market analysis to help guide their selection of appropriate sourcing partners, while ISG advisors use the reports to validate their own market knowledge and make recommendations to ISG's enterprise clients. The research currently covers providers offering their services across multiple geographies globally.

For more information about ISG Provider Lens™ research, please visit this [webpage](#).

### ISG Research™

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

ISG offers research specifically about providers to state and local governments (including counties, cities) as well as higher education institutions. Visit: [Public Sector](#).

For more information about ISG Research™ subscriptions, please email [contact@isg-one.com](mailto:contact@isg-one.com), call +1.203.454.3900, or visit [research.isg-one.com](http://research.isg-one.com).

### ISG

ISG (Information Services Group) (Nasdaq: III) is a leading global technology research and advisory firm. A trusted business partner to more than 900 clients, including more than 75 of the world's top 100 enterprises, ISG is committed to helping corporations, public sector organizations, and service and technology providers achieve operational excellence and faster growth. The firm specializes in digital transformation services, including automation, cloud and data analytics; sourcing advisory; managed governance and risk services; network carrier services; strategy and operations design; change management; market intelligence and technology research and analysis.

Founded in 2006, and based in Stamford, Conn., ISG employs more than 1,600 digital-ready professionals operating in more than 20 countries—a global team known for its innovative thinking, market influence, deep industry and technology expertise, and world-class research and analytical capabilities based on the industry's most comprehensive marketplace data.

For more information, visit [isg-one.com](http://isg-one.com).





**AUGUST, 2023**

---

**REPORT: RETAIL & CPG SERVICES**