ISG Provider Lens™

Future of Work (Workplace) - Services

Managed Workplace Services – End-user Technology

A research report comparing provider strengths, challenges and competitive differentiators

Customized report courtesy of: Lenovo

QUADRANT REPORT | SEPTEMBER 2023 | AUSTRALIA

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Digital workplaces have evolved to become experience led and persona based, and are industry specific.

The evolution of digital workplaces to become experience-led and persona-based, and specific to industries will enable collaborative hybrid workplaces that continuously evolve to deliver secure work experiences, anytime, anywhere and on any device. The workplace of the future is transitioning beyond productivity enhancement and is increasingly focussed on experience and personalisation across all areas of work, engagement and collaboration.

Key shifts in the market include the rise of frontline workers, direct impact of the metaverse on the workplace, the continuing shift to hybrid working, integration of AI and automation, and a continued strong focus on sustainability.

Two technologies that will rapidly change digital workplace services in the next 18 months are generative AI and intelligent automation.

The future of work is moving towards an AI-driven, hyperpersonalised workplace that enables both organisations and individuals to be productive, creative and purposeful. IT service providers are targeting organisations across industries that are seeking to transform their work environments and are willing to embrace the power of digital technologies while prioritizing sustainability and enterprise consciousness.

These providers are developing new products and services to humanise workplace experiences and build resilient and sentient enterprises that foster sustainability and amplify human potential through AI. Generative AI is likely to play a major role in the future of work. Environmental, social and governance (ESG) will become increasingly relevant from both an environmental and a social angle.

The realities of flexible work arrangements will continue to put pressure on companies offering tools and services to provide solutions that improve collaborative work involving online meetings, AR/VR and co-created solutions. AI and analytics will continue as key

Australian clients focus on fast-tracking **automation benefits**, RoI and user adoption.

to designing and operating digital workplace solutions that deliver optimal performance and people engagement.

A massive change in managed workplace solutions and services is likely in the next few years due to a broad range of factors, including advances in technology, including AI/ML, generative AI, advanced connectivity, and cloud and Edge computing; rising geopolitical and economic pressures; and increasing work choices. Concurrently, significant investments in ESG technologies will further accelerate the disruption from technologies in workplaces and related solutions and services.

The developments in generative AI, pertaining to workplace solutions, will explore the use of large language models in service desk environments to improve the onboarding of agents, productivity and ticket resolution through AI recommendations, including zero touch resolution. At the same time, seamless collaboration services are now becoming essential to provide a hybrid workplace without boundaries.

Large-scale digitalisation during the pandemic has permanently impacted the workplace of the future. This includes increased digitalisation: employee interactions, including remote work, consumer channels and supply chains.

The future of work is transitioning towards an environment where CX is directly connected to EX. This environment is focussed on giving employees easy access to tools, information and other required support. This, in turn, will allow communication and collaboration between colleagues, partners and customers to be frictionless.

In Australia, jobs in customer services and sales continue to decline due to continued automation in factories and warehouses. People in related job categories need to be re-trained. The trend of remote work is more prevalent in advanced economies such as Australia with better telecommunications infrastructure. COVID-19 has accelerated the trend of remote work and virtual meetings for organisations in Australia. Even though many are returning to their in-office workplaces, many companies are continuing some level or form of work from home for their employees.

While this form of work is prevalent for jobs that can be done on a personal computer, activities involving in-person interactions will continue to be done in office environments. This factor is seeing an increasing number of organisations adopt a hybrid work model.

In the past, the jobs that were most impacted by technological innovation, including automation, were jobs involving low-skill office work and the ones in manufacturing. However, moving forward, the impact will be seen in other industries in developed countries, including Australia.

Categories that will be most impacted in the next five years will be jobs involving high levels of onsite customer interaction, which typically are low-wage frontline service jobs. These include jobs in the retail, travel and hospitality industries. The other professions that will see an impact will include jobs in indoor production and warehousing, which includes factories and computer-based office work — job categories that were minimally impacted by technology. However, the fast evolution of technologies such as generative AI and ChatGPT will impact some white-collar jobs.

Late adopters and clients that are keen on shifting to the digitalised workplace model are expected to make up the bulk of the demand for a digital workforce.

E-commerce activity saw a significant increase during the pandemic. The crisis has accelerated a move towards e-commerce channels, including home shopping, online grocery and restaurant delivery and other digital transactions such as telemedicine.

A consequence of the pandemic in Australia is people moving from apartments in cities, particularly in the inner suburbs, to large homes in the outskirts. The global trend is companies changing their office model to a more distributed workplace, with small offices situated closer to where people live to reduce commute times. This trend is likely to become increasingly prevalent in Australia. Organisations need to transform their workplaces into smart spaces to effectively engage with customers and empower employees with more flexibility in this hybrid work environment.

Key trends in Managed Workplace Services – End-user Technology in Australia

- Over the next few years, there will be an increasing focus on flexible digital solutions that empower workers to thrive in a rapidly changing enterprise landscape. As an increasing number of companies seek an optimal balance between in-office, at-home and hybrid work arrangements, there will be a greater need for tools and services that simplify collaboration and communication and enhance productivity across distributed teams.
- An increasing number of companies are assessing the benefits of making remote work a permanent business model. A significant percentage of Australian organisations are adopting a hybrid model. Jobs that are being shifted to a remote model include the ones linked with administrative duties, information processing, knowledge updates and training and routine communication with clients.
- COVID-19 accelerated the pace of innovation and the uptake of remote learning. ML and AI have also accelerated the uptake of virtual assistance and remote operations management.
- In the future, business management will need to be proactive in assessing the need for reskilling/upskilling workforces due to disruptive innovations such as lean manufacturing and the centralisation of global business services. In this environment, strategic workforce assessments need to be undertaken at a fundamental level for each employee's task to determine if and when each task needs to be automated.

Key Trends in Employee Experience (EX) Transformation Services in Australia

- The digital experience management platform market is becoming more crowded. New vendors are entering the market and existing systems and security management vendors are pivoting their strategy to capitalise on market opportunities.
- Key tools and services that are likely to help evolve the market are AI-powered solutions, sustainable IT and XLAs. These will align with enterprise outcomes to relieve workers of mundane work, enabling them to focus more on strategic work, and thereby increase engagement and ensure retention. This, concurrently, will require a shift in the way companies approach training and development, with much emphasis on upskilling and reskilling employees to adapt to new technologies and roles.
- One of the primary contributors to great CX is great EX, especially involving frontline workers that directly interact with customers and comprise up to 80 percent of the workforce.
- To plan for a workforce of the future, companies in Australia must assess the way they reconfigure their workplace environment to increase agility, raise productivity and empower workers while maintaining company culture. They must also position their organisation to leverage new technologies. Business leaders must also implement strategies to close any skills gaps in their organization, and workers must be supported through this transition. In addition, organisations need to leverage their partner ecosystem to maximise the effectiveness of these changes.
- Consulting firms are now placing much emphasis on human experience rather than just the way a business functions or a transaction takes place.
- Skills required in a modern workplace today and in the future include creativity, critical thinking, social intelligence and technological skills in areas such as software design and big data analytics. There is currently a mismatch between present skills and the needs of the future, which will require significant retraining of staff in Australia.
- Training in social, creative and emotional intelligence can occur by leveraging AI and simulating conditions to expose employees to challenging situations.

- Video conferencing collaboration today is not determined by the hierarchy in a company. This change has enabled many companies to break down the barriers between senior management and staff and build strong-knit teams.

Key Trends in Digital Service Desk & Workplace Support Services in Australia

- There has been a major change in the demands of clients and their customers from the digital service desk and workplace support services perspective in the last few years. Focus is now shifting from just cost reduction to reducing users' effort on IT support and providing a consumer-grade experience to internal IT users, which is proactive, personalised, omnichannel and focussed on user empowerment and experience. Clients are also focussed on measuring automation benefits, ROI, user adoption and first-level resolution. Talent resilience and agility continue to be strong focus areas for organisations and there is an increased focus on not only a distributed but also a connected workforce, hybrid working models, workforce training and re-skilling and employee wellbeing.
- With the increasing use of automation, ML and contextual AI, support services have undergone a complete transformation with less dependence on voice and increasing support from automated chatbots, knowledge articles and peer support, and implementation of the latest technologies such as AR and VR.
- Providers in Australia have the ability to offer managed service desk and workplace support services through a hybrid workforce, including virtual agents, remote and onsite field support and in-person technical assistance by leveraging AR and/or VR. They provide for data-driven enriched analytics to support self-service, automatically resolve tickets and generate actionable insights among users, providing automated and contextualised support for end users, based on their roles and work.
- Digital workplaces are becoming increasingly agile and need to be supported with services that can deliver cloud-based desktops and social collaboration tools as a fully managed package.

Australian providers have the ability to offer managed service desk and workplace support services through a hybrid workforce, including virtual agents, and offer remote and onsite support plus in-person technical assistance, leveraging AR and/or VR. Australian digital workplaces are becoming increasingly agile and need support services that can deliver cloud-based solutions as a fully managed package.

Provider Positioning

	Employee Experience (EX) Transformation Services	Managed Workplace Services – End-user Technology	Digital Service Desk and Workplace Support Services
Accenture	Product Challenger	Product Challenger	Product Challenger
ASG Group	Product Challenger	Product Challenger	Contender
Atos	Product Challenger	Product Challenger	Product Challenger
Brennan IT	Not In	Contender	Product Challenger
Capgemini	Leader	Product Challenger	Product Challenger
CGI	Contender	Contender	Contender
Coforge	Not In	Product Challenger	Product Challenger
Cognizant	Contender	Product Challenger	Contender
Data#3	Contender	Product Challenger	Product Challenger
Datacom	Leader	Leader	Leader

Provider Positioning

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	Employee Experience (EX) Transformation Services	Managed Workplace Services – End-user Technology	Digital Service Desk and Workplace Support Services
DXC Technology	Leader	Leader	Leader
Fujitsu	Leader	Leader	Leader
HCLTech	Leader	Leader	Leader
HPE	Product Challenger	Product Challenger	Not In
Infosys	Leader	Leader	Leader
Kinetic IT	Product Challenger	Product Challenger	Product Challenger
Kyndryl	Leader	Leader	Leader
Leidos	Product Challenger	Contender	Not In
Lenovo	Contender	Rising Star ★	Rising Star ★
Logicalis	Contender	Not In	Contender

Provider Positioning

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	Employee Experience (EX) Transformation Services	Managed Workplace Services – End-user Technology	Digital Service Desk and Workplace Support Services
LTIMindtree	Contender	Contender	Contender
Microland	Contender	Contender	Contender
NTT DATA	Product Challenger	Product Challenger	Product Challenger
Orange Business	Contender	Contender	Contender
TCS	Leader	Leader	Leader
Tech Mahindra	Contender	Leader	Product Challenger
Telstra	Leader	Leader	Leader
Unisys	Leader	Leader	Leader
UST	Contender	Contender	Contender
Wipro	Rising Star ★	Leader	Leader

This study evaluates MSPs' capabilities around the key **Future of Work services** across different regions.

- **Employee Experience (EX) Transformation Services**
- **Managed Workplace Services – End-user Technology**
- **Digital Service Desk and Workplace Support Services**

Simplified Illustration; Source: ISG 2023

Definition

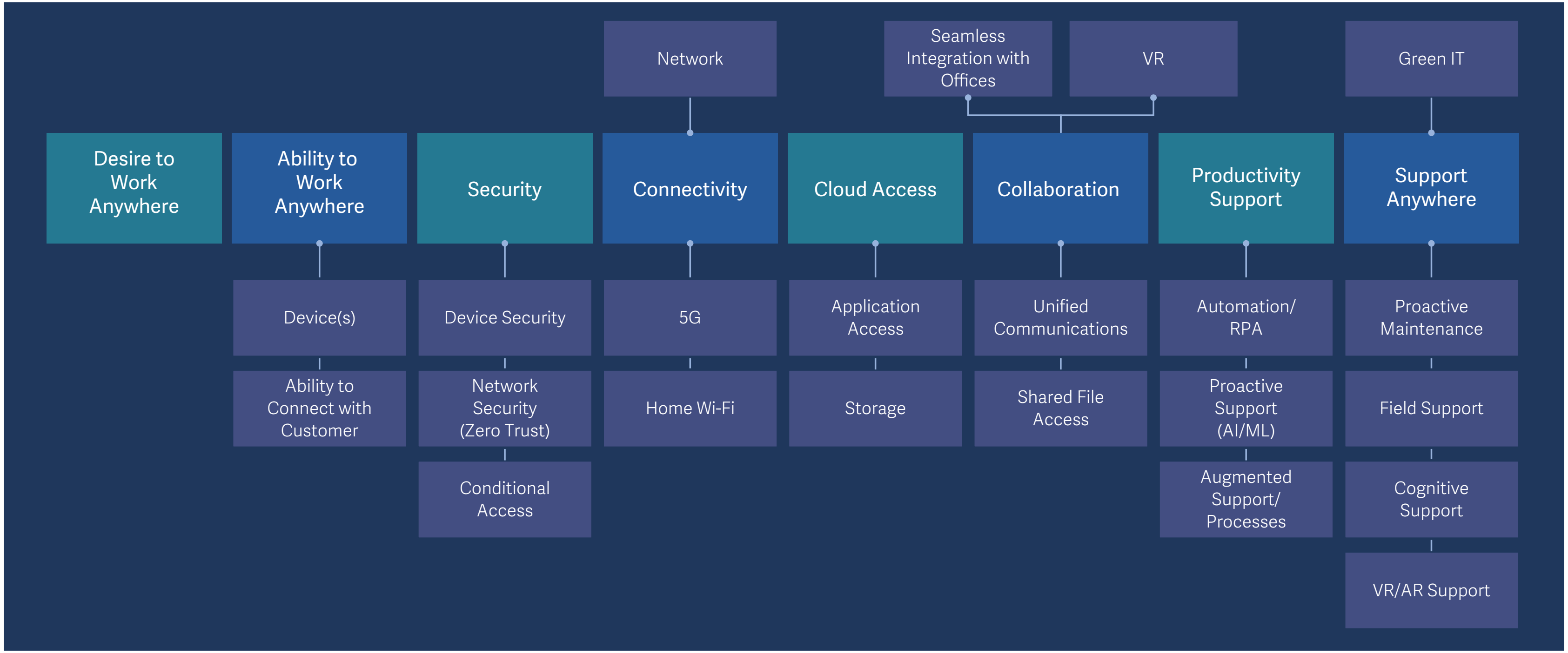
From the future of work perspective, 2023 will be a year of stabilization. After the disruptions and challenges posed by the pandemic and the "Great Resignation" that followed, global businesses have started adjusting to new realities and acknowledging the importance of employee experience (EX). EX transformation is now every business leader's priority, along with adapting to changing customer demands, evolving technologies and becoming more conscientious and environmentally focused.

According to the new Future of Work technology landscape, technologies that support work from anywhere are only one of the components. While other ISG Provider Lens research covers the topics of Connectivity and Security, this research focuses on all the other aspects of the landscape.

The Future of Work services landscape becomes wider as enterprises need assistance implementing and supporting an EX-centric technology model. As new decision makers get involved in tech investments that enable and engage with employees, clients must analyse the capabilities offered by different service providers in underlying technology enablement and maintenance, workplace tech support and overall experience transformation.

As organizations take a holistic approach to EX transformation, strategy and consulting become an integral part of the approach. Hence, ISG has decided to merge this area with other services covered in the research this year. Another accompanying research study on technology providers will cover the solutions part for these services.

Figure: Key Components of the Future of Work Technology Landscape



Scope of the Report

In this ISG Provider Lens™ quadrant report, ISG covers the following three quadrants for services:

- Employee Experience (EX) Transformation Services
- Managed Workplace Services – End-user Technology
- Digital Service Desk & Workplace Support Services

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 markets

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.

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.

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.

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.

Managed Workplace Services – End-user Technology

Who Should Read This Section

This report is relevant to enterprises across industries in Australia for evaluating providers offering managed workplace services associated with end-user technologies that are deployed, provisioned and secured typically by enterprise IT departments for end users/employees.

In this quadrant, ISG highlights the current market positioning of managed workplace services providers in Australia and the way they address the critical challenges in the region. Our assessment is based on the depth and breadth of the providers' service offerings and market presence.

An increasing number of Australian enterprises are assessing the potential of making remote work a permanent part of their business model. They are seeking an optimal balance between in-office, at-home and hybrid work arrangements. Therefore, there is a greater need for tools and services that simplify collaboration, communication and productivity across distributed teams.

The ability to offer complete end-user computing technology services, including proactive experience management, device lifecycle management and the management of the entire IT infrastructure behind an EX-centric workplace design, are the typical criteria for the eligibility of a managed workplace service provider.

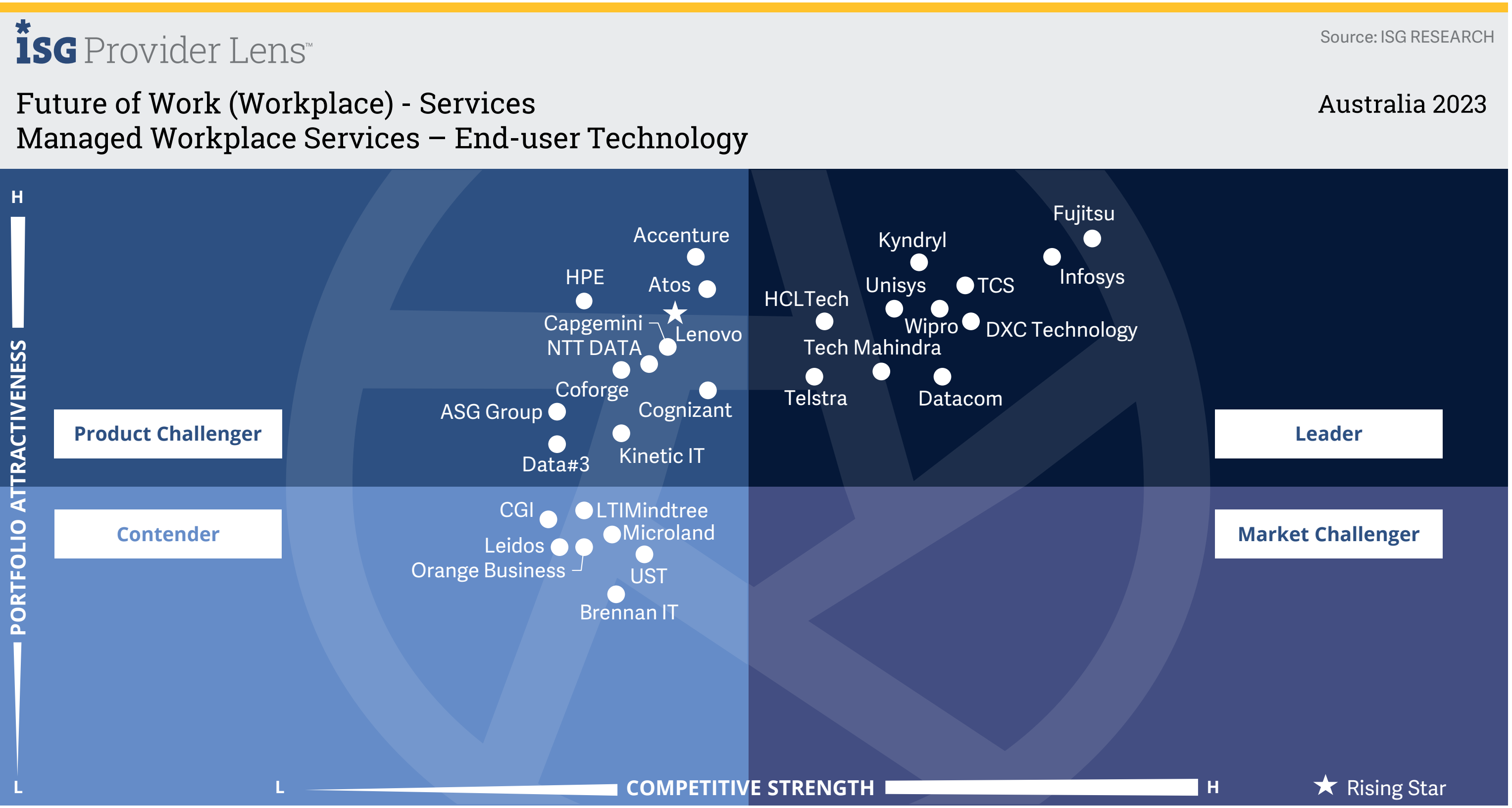
COVID-19 accelerated the pace of innovation and AL and ML have also speeded up the uptake of virtual assistance and remote operations management. Managed workplace service providers are driving disruptive innovations such as lean manufacturing and centralisation of global business services.

Digital professionals should read this report to understand how providers of managed workplace services fit with their digital transformation initiatives and how they compare with one another.

Technology professionals should read this report to understand the relative positioning and capabilities of providers to help them effectively plan and select managed workplace services.

Strategy professionals should read this report to know the providers offering managed workplace services to better prepare a workforce for changing business models and dynamics in the post-pandemic era.

Procurement professionals should read this report to make informed decisions on the relative value and benefits that managed workplace services providers deliver in the market.



Providers assessed in this space offer complete **end-user computing technology services** that form the core of a digital workplace. **These include proactive experience management** and management of the entire IT infrastructure **for an EX-centric workplace**.

Craig Baty

Definition

This quadrant assesses service providers that offer managed services associated with end-user technologies that are typically deployed, provisioned and secured by enterprise IT departments for end users and employees. These managed infrastructure services in the digital workplace include end-user enablement through services related to devices, applications, cloud workspaces and workplace security. Providers assessed in the managed services space offer complete end-user computing (EUC) technology services that form the core of the digital workplace. These include device management, patch management, device and application provisioning, virtualised desktops access, device lifecycle management, support for bring-your-own-device (BYOD) initiatives, mobility and telecom expense management, proactive experience management and managing the entire IT infrastructure behind an EX-centric workplace design. Provisioning, managing and securing the devices remain the first basic step to enabling a digital workplace and enhancing EX.

The increasing focus on EX is transforming these services to be more focused on enhancing the experience and catering to the client's respective industry. While these services are typically associated with traditional computing devices and tablets, their scope can be extended to include some industry-specific devices such as point-of-sale devices for retail and medical equipment devices for healthcare.

Eligibility Criteria

1. Provide **support for** unified endpoint management **(UEM) and mobility management**. Also, support application provisioning, patch management and enterprise mobility management (b)
2. Provide complete **device lifecycle management services**, including support for device procurement, enrollment, app provisioning, support, management, disposal and recycling (**Device-as-a-Service**). Services should cover device sourcing and logistics and Device as a Service for security
3. Demonstrate experience in providing **remote virtual desktop services** on-premises and on the cloud (**Desktop-as-a-Service**)
4. **Manage devices in the respective countries** in the study, with at least 25 percent of the devices managed outside the provider's home region
5. **Strong local presence** with a majority of workplace engagements around **EUC services**

Observations

This quadrant covers managed services associated with end-user technologies that are typically deployed, provisioned and secured by enterprise IT departments for end users/ employees. They allow end-user enablement through services related to devices, applications, cloud workspaces and workplace security. The services provide the ability to work anytime and from anywhere, and encompass device support, including automated proactive technical support.

Providers assessed in this space offer complete end-user computing (EUC) technology services that form the core of a digital workplace. These include proactive experience management and managing the entire IT infrastructure behind an EX-centric workplace design. They leverage AI/ cognitive technologies for end-user-facing tasks and help achieve significant cost savings.

IT service companies are participating in the next stage of the evolution of the future of work and its enablement by helping to re-imagine business operations with cutting-edge technologies such as cognitive AI, generative AI, multi-modal AI, cognitive detection and resolution and the use of prescriptive analytics.

The market has grown significantly in the past few months with most players improving their position, but a few diminishing in strength. Notable changes include Wipro's changed position to a Leader from a Product Challenger and Lenovo's addition, for the first time, as a Rising Star.

From the 30 companies assessed for this study, 30 have qualified for this quadrant with 11 being Leaders and one a Rising Star.

DATACOM

Datacom is one of Australasia's largest professional IT services companies and has deep expertise in a wide range of industries. Its vision for the workspace of the future supports employee flexibility while providing for organisational creativity.

DXC TECHNOLOGY

DXC Technology is an IT services company that operates across 70 countries, including Australia, and has over 130,000 employees. DXC has a clear roadmap for the development of its UPtime platform and related services to stay relevant.

Fujitsu uvance

Fujitsu has a strong presence in Australia and New Zealand, where it has been operating for 40 years, with 3,500 employees in over 30 locations. It is driving growth with new transformational and sustainability focused solutions and its Work Life Shift Platform.

HCLTech

HCLTech is an Indian multinational IT services and consulting technology company, which has had a strong presence in Australia for over 20 years. Its primary managed services in this area include experiential, sustainable and inclusive workplaces.

Infosys

Infosys provides business consulting, IT and outsourcing services across 50 countries, including Australia, and is headquartered in India. It has strengthened its digital capabilities and cloud services via acquisitions such as that of Fluido and GuideVision.

kyndryl

Kyndryl became the world's largest IT infrastructure provider after IBM spun off its managed infrastructure services business. It offers a highly innovative modern workplace strategy, backed by a wide range of workplace collaboration services.

tcs TATA CONSULTANCY SERVICES

TCS is a leading IT services, consulting and business solutions company and is headquartered in India. Through its advisory and consulting services, it curates customised journeys for enterprises to achieve cost optimisation, digital experience (DX) and sustainability goals.

Tech Mahindra is a leading provider of DX services across 92 countries and has a growing presence in Australia. It offers local customers a highly innovative managed workplace services offering, backed by an innovative sustainability strategy.

Telstra is Australia's largest telecommunications provider and has a fast-expanding workplace service strategy. It offers a comprehensive portfolio of managed digital workplace solutions as a part of its workplace managed services operation.

Unisys has a diverse client base across government, financial services and commercial markets in over 40 countries, with 900 employees in Australia. Its DWS Business Unit continues to focus on high-value DX and experience management solutions.

Wipro is a global IT, consulting and business process services provider, with a strong and growing presence in Australia. Wipro Live Workspace™ enables self-service workflow automation and proactive operations with self-help and predictive intelligence.

Lenovo, Rising Star, has built on its success as the world's largest PC company by expanding into key growth areas, including managed workplace services. It has been aggressively expanding its portfolio in this area both in-house and through partners.

Lenovo

Rising Star

"Lenovo has been aggressively expanding its portfolio of workplace services both in-house and through partners. As a part of this strategy, Lenovo has integrated AI into its service desk operations, chatbot and other areas."

Craig Baty

Overview

Lenovo is a global Fortune 200 company with global headquarters in Beijing and North Carolina. It has operations in over 60 countries, including Australia, and sells its products in over 180 countries, with over 75 percent of its revenue generated from regions outside China. Lenovo generated $62 billion in revenue in FY23 and employs around 75,000 people globally. It is accelerating its services-led strategy, following the establishment of a Solutions & Services Group in 2021. This group, which includes its future of work practice, generated over $6 billion in revenue in the past year.

Strengths

Advanced digital workplace solutions platform: Lenovo leverages leading analytics software solutions to deliver its Digital Workforce Solutions (DWS) platform. It designs digital workplace solutions tailored to industry, enterprise, role and person. It leverages analytics and AI in the platform to drive greater automation, insights and organic improvements in workforce productivity, engagement and experience.

Well-developed AI capabilities: Lenovo has integrated AI into its service desk operations, chatbot and other areas. NLP is a key focus area for improved efficiency in its internal processes and service delivery. It has an extensive partner network in its AI Innovators Program.

Advanced managed service desk offering: Lenovo's modern unified endpoint management offering is cloud enabled, manages devices in a hybrid environment, is largely automated and provides insights through the use of enhanced device analytics. It improves a client's security posture and policy compliance, and is simple, reliable and easy to use. It leverages leading edge software, MS Intune, and combines it with Lenovo IP to provide complete device lifecycle management services.

Caution

Lenovo enters this study and the managed workplace services space in Australia as a Rising Star, indicating ISG's view that with continued strong execution it may move to a Leader position within the next 12-18 months. However, the market is increasing in maturity, and Lenovo must continue to evolve and execute diligently.

Appendix

The ISG Provider Lens™ 2023 – Future of Work (Workplace) - Services study analyzes the relevant service providers in the Australian 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 August 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 Future of Work (Workplace) - 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

Craig Baty
Lead Analyst

Distinguished Lead Analyst and author Craig Baty has extensive research and thought leadership experience in the AP/J ICT markets. Craig is the principal and founder of DataDriven, a research and advisory firm, and ISG Research Partner for AP/J. Craig has over 30 years of executive and board-level experience in the ICT industry, including as Group VP and head of Gartner Research AP/J, CEO of Gartner Japan, Global VP Frost & Sullivan, and more recently as VP Global Strategy and VP Digital services in Fujitsu's Tokyo headquarters.

As a well-known ICT commentator and analyst, Craig has written more than 200 research pieces, and presented at over 1,500 events globally. He is also regularly quoted in regional media. Craig is active in the ICT community as a board member of the Australian Information Industry Association (AIIA) and a past Vice Chair of the Australian Computer Society NSW(ACS).

Co-Author

Phil Harpur
Principal Analyst

Phil Harpur is an Australia-based technology analyst and consultant with over 25 years of experience across telecommunications, the cloud, data centres and digital media. His expertise spans over 35 countries across Asia. He also works as an analyst and writer in the financial services industry, with a focus on the technology sector. Phil is currently part of the DataDriven team, which is the Asia Pacific research partner for ISG, and has contributed to the creation of tens of ISG Provider Lens™ reports. Prior experience includes Gartner, Frost & Sullivan, and BuddeComm.

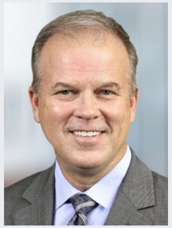
He has been quoted in multiple global publications and appeared on business TV programs, including Bloomberg, CNBC, Fox Business, and ABC. He has also presented at numerous local and international conferences. Phil has a bachelor of science degree, with majors in computing and statistics from Macquarie University and holds a graduate certificate in applied finance and investment from the Securities Institute of Australia.

Research Analyst

Angie Kho
Regional Support Analyst

Angie Kho is a Singapore-based regional support analyst at ISG and is responsible for supporting and contributing to Provider Lens™ studies for the APAC markets. Angie is part of the DataDriven team, which is the Asia Pacific research partner for ISG and has contributed to tens of IPL reports.Her areas of expertise lie in IT services management and enterprise planning services.

Angie develops content from an enterprise perspective and writes Global Summary reports for Provider Lens studies. She also supports the lead analysts in the research process and ad hoc research assignments.



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.

ISG Provider Lens™

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