ISG Star of Excellence™ – Customer Experience Benchmark Report

Hexaware

ISG Provider Lens™

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Jan Erik Aase
**Partner and Global Head -
ISG Provider Lens**

In the fourth year of ISG Star of Excellence™, ISG is back with results of its voice of customer study in perhaps the most challenging and transformative time for our industry. As the world adjusts with the new normal in the post pandemic world, ISG looks at the key pillars defining customer experience in the world of technology sourcing. This independent, industry-wide program recognizes providers who deliver excellent service with client centricity and awards those who rise above the rest with exceptional experience scores.

After the profound and pervasive effect brought by the pandemic, global businesses have accelerated their digital transformation initiatives and have also relooked and transformed their business models. This has led to customers assessing and evaluating their service provider partners for their ability to ensure business continuity and flexibility in turbulent times. This study includes business continuity as a key category for customer experience along with five others: collaboration, delivery execution, cultural fit, governance, and innovation. Customers have rated their service providers as per their experience against the six categories across multiple regions, industries and technologies.

This report outlines the key findings from the 2021 ISG Star of Excellence™ and shows **Hexaware's** position relative to the entire field. We encourage you to use this report to deep dive into **Hexaware** strengths.

Congratulations **Hexaware** on having the courage to seek direct feedback from your clients in 2021! We look forward to your continued participation in 2022 as we continue our relentless drive to improve client centricity in our industry.

Jan Erik Aase

Heiko Henkes
Director & Principal Analyst,
Global IPL Content Lead

This year's ISG Star of Excellence™ report is part of a revamped global program that now also connects with ISG Provider Lens, ISG's popular service provider comparison reports. Starting 2021, ISG will collect customer experience data throughout the year in a never-ending survey. Once in a year, responses received till date will be separated and providers with exceptional scores will be awarded.

This year's study recognizes providers with the best customer experience scores in six categories across different regions, industries and technologies. Apart from overall global ISG Star of Excellence™ awards, there are two award streams; one for more established technologies (such as private hybrid cloud, contact center, digital workplace, application development and maintenance, finance accounting, procurement BPO, SaaS solutions, analytics and software

technology ecosystem services) and one for key emerging technologies (intelligent automation, cyber-security, software-defined network, IoT services, cloud native/ containers and digital business transformation). The technology leadership awards recognize excellence in the delivery of a specific technology domain across all regions and industries.

The ISG Star of Excellence™ also includes important leadership awards for different regions and industries. The regional and industry leadership awards recognize excellence across both the core and emerging technologies.

This year, we had excellent participation from customers representing full diversity and breadth of sourcing industry across the globe. Providers were evaluated based on experience scores given by three set of customers: nominated by

ISG, nominated by providers and through a public survey. This year's study had ~2000 unique evaluations and hundreds of unique customers that provided direct feedback on their experience with service providers. Out of 1000+ providers only 29 providers qualified for an award because of outstanding CX scores.

Huge congratulations to **Hexaware** for highly impressive customer experience scores. Enjoy the report and please contact us if you'd like to go over any of the findings or develop a deeper understanding.

Heiko Henkes

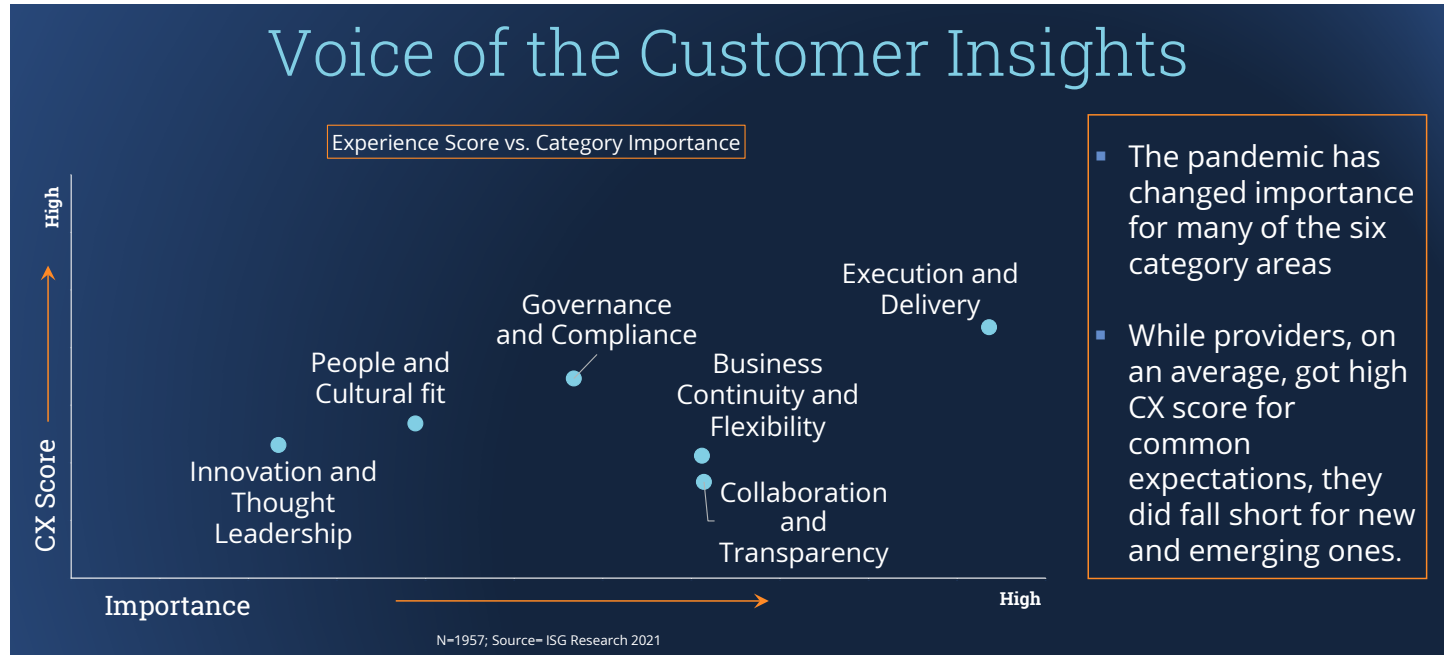**Top insights for ISG Star of Excellence™ – Voice of Customer 2021 are:**

1. **Timely execution and high-quality work**: With changing market conditions, enterprises have increasingly relied on service providers. While execution and delivery were of prime importance for majority of the providers, the enterprises not only sought support for execution, but also timely and consistent delivery of high-quality work. Managing workflow, ensuring uninterrupted services, delivering digital services and setting up safe workspaces despite the challenges of the pandemic are some of the areas where the providers have been recognized by their clients. They have also been recognized for their prompt responses and for taking radical decisions while handling difficult situations

   - Among the respondents, 67 percent have scored more than 70 for maintaining high quality of work, which has been a top priority for enterprises
   - The enterprises have recorded an average score of 75 for both timely execution and maintenance of high quality of work.

2. **Accommodating clients' requirements**: Clients have lauded providers for having a deep understanding of their business requirements, and offering tailored solutions, aligned to their organization's culture. In the processes, the providers have adapted their delivery according to the requirements of the client's business. This customer-centric approach, in certain cases, and the ability to empathize with and personalize the interactions have struck a chord with clients. This approach has helped providers improve customer satisfaction immensely.

   - Almost 90 percent of the providers assessed have scored more than 70 for adapting delivery to meet a client's business objectives.
   - Around 70 percent of the providers assessed have scored more than 70 for having a deep understanding a client's industry and business.

3. **Hiring subject matter experts (SMEs) is still a challenge**: Enterprises have been plagued by lack of trained personnel and shortage of skilled resources, specifically during the pandemic. Correspondingly, they have highlighted the inability of providers to hire specialists specific to their industry or business. This can be attributed to the churn in the workforce across the industry and across multiple service lines. The "Great Resignation" has adversely impacted service providers not only in terms of inadequate skilled personnel, but also impacted the satisfaction scores or ratings by enterprises for their ability to hire a skilled workforce.

- Only 30 percent of the respondents have indicated high satisfaction in terms of SMEs hired by their service providers.
- The average satisfaction score, as rated by enterprises, is around 65 for hiring SMEs specific to their industry or business needs.

4. **Adoption of new technology**: Enterprises are extremely satisfied with providers' ability to use emerging technologies to deliver services. In some cases, clients have lauded a provider for reducing costs by adopting a new technology. This has particularly benefited enterprises that were reeling under a fund crunch during the pandemic. The providers have helped clients with innovative solutions and by leveraging the expertise gained through successful implementations to address clients' business requirements. The providers have been recognized by clients for offering efficient and effective digital solutions for business growth. In some cases, providers have helped clients charter their digital transformation roadmap despite the challenges of the pandemic.

- Around 65 percent of the respondents have scored more than 70, in terms of satisfaction in a provider's ability to use emerging technologies.
- The average satisfaction score, for the use of emerging technologies, is around 75 for providers across regions.

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- Customers gave the highest importance to providers' ability to ensure service delivery in accordance with service level agreements (SLAs); providers, on an average, received the highest experience score for this category
- The pandemic has compelled enterprises to seek more flexibility from service providers with the ability to support business continuity. This has also enhanced the need for collaboration and transparency. However, voice of customer insights highlight that customer experience in both these areas was suboptimal. It was because providers focused more on "keeping the lights on" and ensuring minimum service disruption, but were often not agile enough to assist in helping clients adapt to changing business models in the post-pandemic world.

Voice of the Customer Insights

Experience Score vs. Category Importance

High

CX Score

Execution and Delivery

Governance and Compliance

People and Cultural fit

Business Continuity and Flexibility

Innovation and Thought Leadership

Collaboration and Transparency

Importance   **High**

N=1957; Source= ISG Research 2021

- The pandemic has changed importance for many of the six category areas
- While providers, on an average, got high CX score for common expectations, they did fall short for new and emerging ones.

Footnote: For 2021, ISG Star of Excellence™ program surveyed the data for category importance scores which allowed the enterprise respondents to score the importance of each of the categories for the services delivered by the service provider/vendor. This data was collected in addition to the customer experience score for each of the categories.
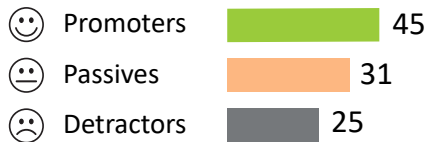
Hexaware

ISG Star of Excellence™ Score

Overall, as per the clients rating, **Hexaware** brings in proven expertise to deliver solutions for support their operation across regions and industries. The clients are extremely satisfied with the services provided and have scored more than 75 across the six categories assessed for ISG Star of Excellence™.

Hexaware | **77.1**

| 0 | **Overall SoE Score** | 100 |

Top 30 Benchmark Score | **70.8**

NPS Score

8
20
-100
100

— Hexaware
— Top 30 Benchmark Score

☺ Promoters	45
☺ Passives	31
☹ Detractors	25
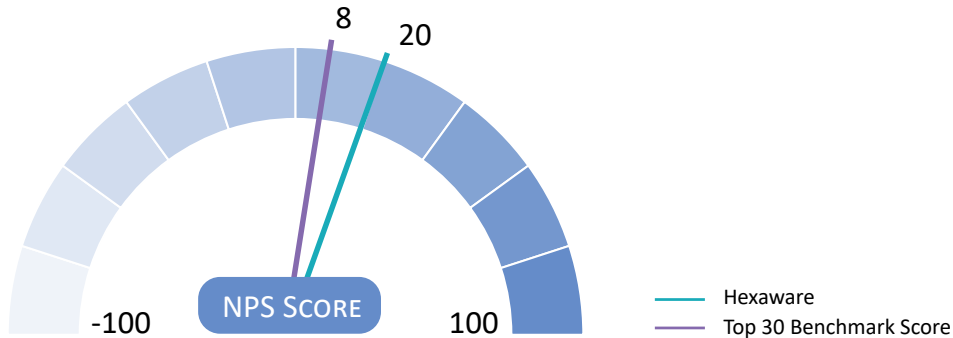
Six Category Score - Hexaware

| 77.31 | 78.59 | 77.79 | 75.82 | 75.18 | 77.86 |

Business Continuity & Flexbility | Execution & Delivery | Governance & Compliance | Collaboration & Transparency | Innovation & Thought Leadership | People & Cultural Fit
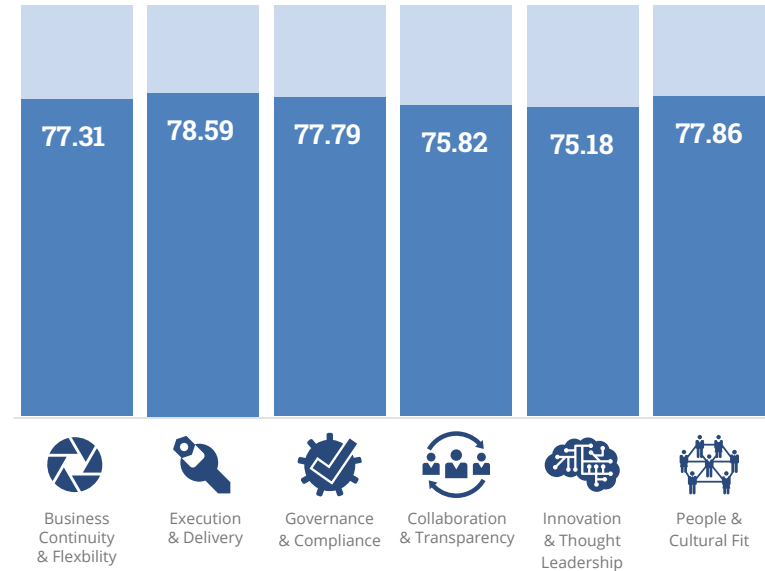
Globally, Hexaware scored 77.14 in 2021 ISG Star of Excellence™ program as compared to industry benchmark score of 70.80. This score demonstrates Hexaware's remarkable capability in delivering superior customer experience and in ensuring business continuity in the challenging economic times such as the pandemic.

Hexaware was significantly important for clients globally for superior service delivery, where their average importance score stood at well above 80, and other categories where they proved to be very important for clients are – Collaboration and Transparency and business continuity and flexibility with scores of 79.0 and 80.8 respectively.
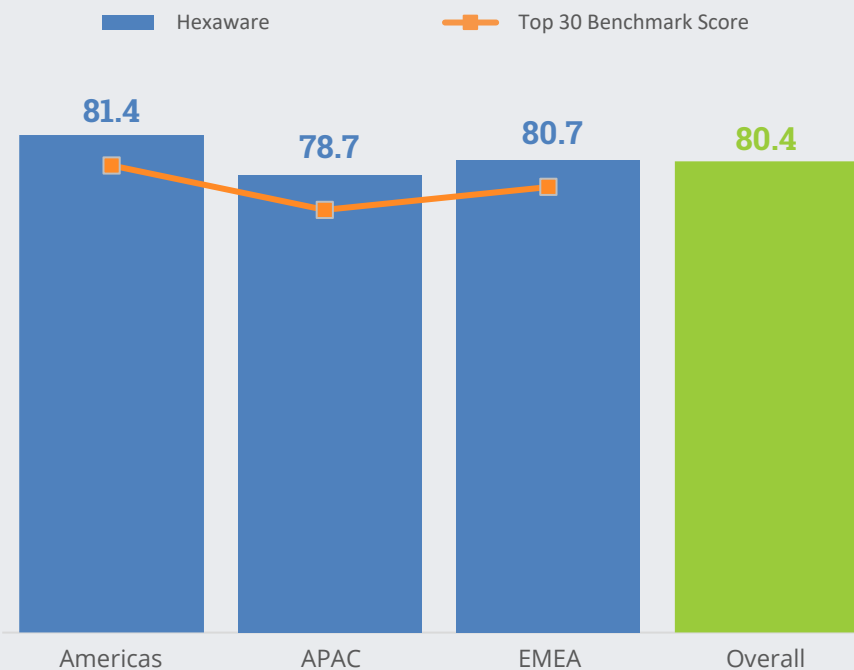
Across all regions, other category in which Hexaware delivered greater customer experience was in people and cultural fit. Hexaware's understanding of business and industry exceeded that of many other providers, followed by its ability to align strongly with clients' work culture and process.

Hexaware displayed strong performance in Americas followed by EMEA. Americas and EMEA received over 45 responses, indicating strong client advocacy with high satisfaction for the overall service delivered.

Hexaware received consistently high scores than the industry benchmark in Western and Northern Europe, and Australia / New Zealand. This is a remarkable result for Hexaware and indicates that it has good client ratings across developed and developing economies.

Customer Experience Scores By Region

Legend: Hexaware (blue bar), Top 30 Benchmark Score (orange line)

Americas	APAC	EMEA	Overall
81.4	78.7	80.7	80.4

Overall, as per clients rating, Hexaware brings in proven expertise across industries by providing solutions as per client's operations, leading to high customer satisfaction level across most of the industries evaluated.

The industries where Hexaware received the highest number of evaluations were Financial Services, Manufacturing and Business Services. Clients rated Hexaware as outstanding in the 2021 ISG Star of Excellence™ program compared with the industry benchmark for its proficiency in service delivery, governance and compliance, and for its ability to provide experienced resources as agreed upon.

When looking at the overall results for Hexaware in ISG Star of Excellence™, Travel, transportation and leisure (84.7), Financial Service (80.8), and Business Services (81.7) are the industries, where business leaders gave them high recommendation score for demonstrating

strong understanding of compliance and regulation, industry trends and norms, and for adapting to the client's work culture and preferred communication channels.

Clients in Financial Services, Manufacturing, and Telecom and Media rated Hexaware high for its ability to identify specific features and functions for continuous improvement and development, The provider has high scores for ensuring limited downtime and for smooth transitioning of work from the client or from previous suppliers.

Customer Experience Scores By Industry

■ Hexaware   ■ Top 30 Benchmark Score

Industry	Hexaware	Top 30 Benchmark Score
Overall	77.2	
Business Services	81.7	73.7
Consumer Packaged Goods	66.2	69.6
Energy	68.2	74.9
Financial Services	80.8	71.2
Healthcare	74.3	69.8
Insurance	77.0	72.3
Manufacturing	78.6	72.6
Pharmaceuticals and Life Sciences	67.2	72.2
Public Sector	93.8	76.0
Retail	74.0	71.0
Telecom and Media	79.5	71.8
Travel, transportation and leisure	84.7	70.9

In terms of responses for technologies, Hexaware was rated high for most of the established technologies, with Application services, Public Cloud and Future of Work being the most important for clients to support their digital transformation initiatives and received high customer experience scores overall.

These high customer satisfaction scores signifies how strongly Hexaware has developed its capabilities across all established technologies to help clients in digitally transforming their business operations.

In Public Cloud Service, Hexaware received one of the highest recommendation scores across all six pillars and received exceptional customer satisfaction score for their service delivery capability.

Hexaware proactiveness in adapting to changes due to COVID, using and integrating emerging technologies such as AI, AR/VR and analytics to support clients across their digital journey was very well recognized by clients across regions and industries.

Customer Experience Scores By Technology

■ Hexaware   ■ Top 30 Benchmark Score

Technology	Hexaware	Top 30 Benchmark Score
Overall	72.2	
Analytics	69.8	71.4
Application Services	73.3	71.4
Cloud Vendor Ecosystem Services	68.8	69.4
Contact Center as a Service	70.2	68.7
Contact Center Customer Experience	80.8	73.1
Enterprise Service Management	73.1	71.6
Finance and Accounting	66.8	69.9
Future of Work (Workplace)	72.1	69.1
Industry Specific Technologies	70.8	71.0
Mainframes	69.2	70.4
Marketing Technologies	69.3	68.2
Private/Hybrid Cloud	70.8	72.2
Procurement Platforms	72.2	69.2
Procurement Services	86.1	69.8
Public Cloud	72.8	70.6
SaaS Solutions (HCM, CRM and ERP)	69.4	69.0

Hexaware's capabilities in ServiceNow Ecosystem, largely its efforts towards innovation, using latest framework and technology, ability to deliver the business objectives coupled with its proficiency on transitioning work from clients or from previous supplier to ensure business continuity generated high satisfaction score from clients.

Customer Experience Scores By Cloud Ecosystem Partners

■ Hexaware   ■ Top 30 Benchmark Score

	Hexaware	Top 30 Benchmark Score
Overall	62.46	
AWS	68.28	70.45
Google	69.63	70.47
Microsoft	70.99	69.3
Oracle	67.87	69.5
Salesforce	72.01	70.46
SAP (HANA)	67.14	67.41
ServiceNow	72.60	69.4
Workday	67.28	70.2
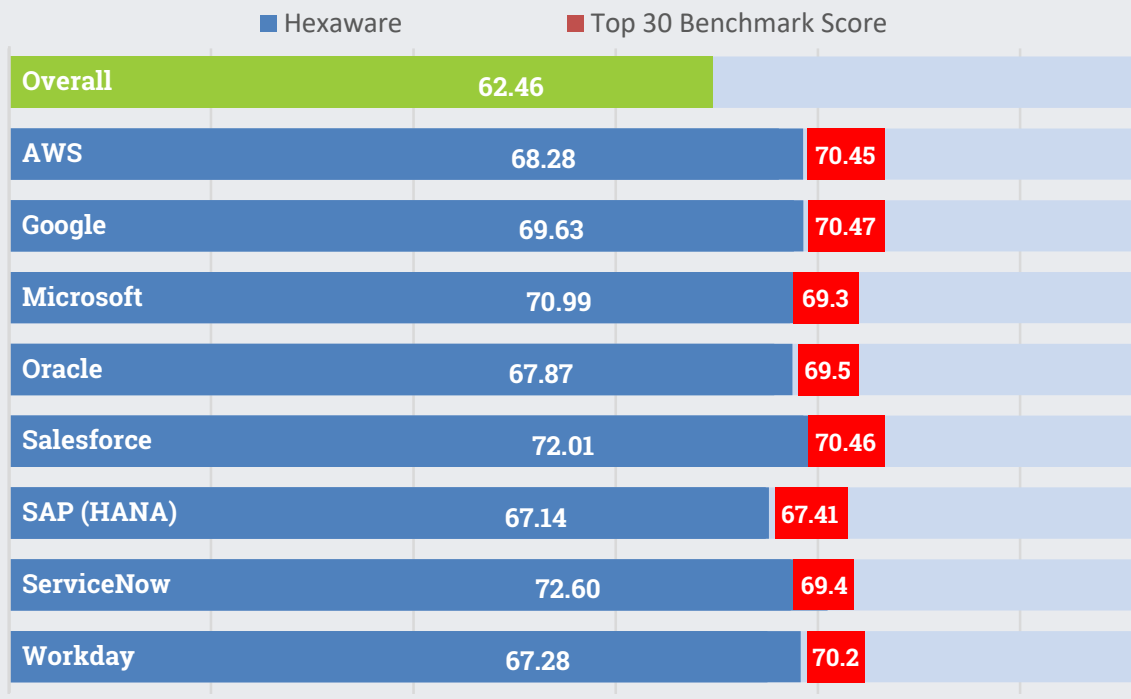
Emerging Technology Insights

The importance of emerging technologies such as Cybersecurity, Digital Business Transformation, Containers, and Intelligent Automation has grown due to COVID-19 pandemic and clients are seeking providers who can demonstrate significant experience integrating these technologies.
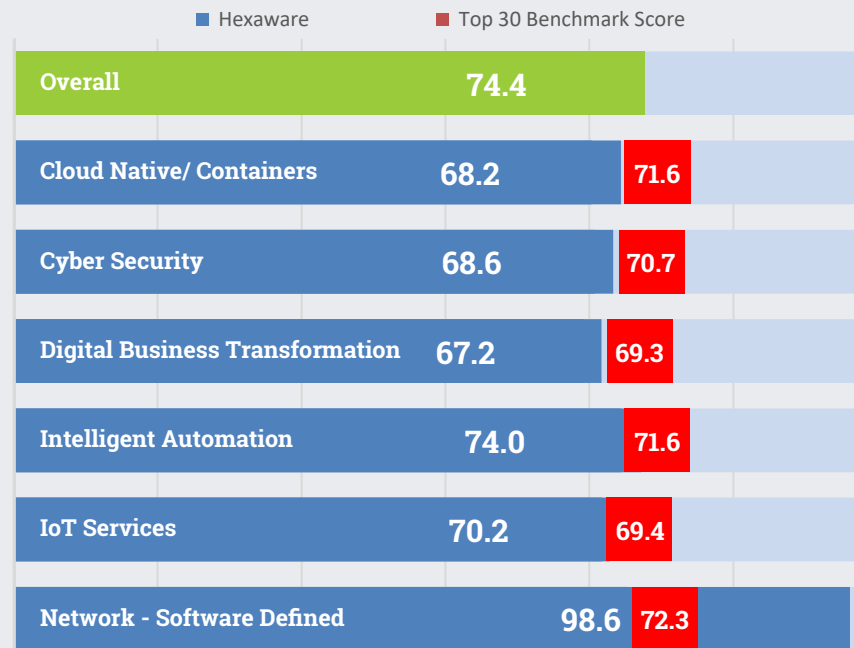
Overall, ISG received a satisfactory level of responses from clients for their providers' capabilities across emerging technologies. It's been observed that providers were relatively rated higher on their capabilities across emerging technologies.

Hexaware received the largest number of responses for Cybersecurity, Cloud and Containers, and Digital Business Transformation. Positively, all major business leaders across IT, operations and procurement rated Hexaware services as satisfactory across most of the emerging technologies and was rated high for maintaining high quality of work across the emerging technologies assessed in ISG Star of Excellence™.

Within Intelligent Automation, Hexaware received high scores for its service delivery and governance and compliance capabilities and received high customer satisfaction score for providing agreed experience resources to support client's business needs. In addition, the provider again received high scores for identifying specific features, processes, or functions for continuous improvement.

Customer Experience Score by Emerging Technology

■ Hexaware   ■ Top 30 Benchmark Score

Technology	Hexaware	Top 30 Benchmark Score
Overall	74.4	
Cloud Native/ Containers	68.2	71.6
Cyber Security	68.6	70.7
Digital Business Transformation	67.2	69.3
Intelligent Automation	74.0	71.6
IoT Services	70.2	69.4
Network - Software Defined	98.6	72.3

Client Speak

"Vendor has always been honest about the risks & concern of every solution"

"They take qualitative feedbacks from the customers which help them to improve the service, and customers will be happy to have the opportunity to frankly share their opinions"

"After discussing the initial details, they first make a model for me to refer to and provide feedback"

"In times of covid when our business was in chaos, they stepped up and allowed us to change models in different countries at short notice"

Number of Responses

By Technology

Application Services	57
Marketing Technologies	50
Cloud Vendor Ecosystem Services	47
SaaS Solutions (HCM, CRM and ERP)	46
Analytics	43
Industry Specific Technologies	35
Public Cloud	32
Finance and Accounting	26
Private/Hybrid Cloud	18
Future of Work (Workplace)	13
Mainframes	12
Contact Center Customer Experience	12
Enterprise Service Managemenet	10
Procurement Platforms	8
Procurement Services	2
Contact Center as a Service	2

By Emerging Technologies

Cyber Security	47
Cloud Native / Containers	44
Digital Business Transformation	37
IoT Services	22
Intelligent Automation	10
Network - Software Defined	1

By Cloud Ecosystem Partners

Oracle	34
Microsoft	30
Salesforce	29
ServiceNow	20
SAP (HANA)	15
AWS	13
Google	12
Workday	8
Other On-premises Applications	1

By Roles

IT/Digital Leaders	45
Line of Business/Others	23
IT/Digital Operations	17
Procurement/VMO	16

Appendix

ISG Star of Excellence™
Benchmark Report

Number of Responses

Responses by Region

Region	
Western & Northern Europe	970
North America	885
Asia	611
Eastern & Southern Europe	514
Australia / New Zealand	446
Central / South America	400
Africa	361
Middle East	319

Responses by Industry

Industry	
Financial Services	270
Manufacturing	245
Business Services	233
Retail	218
Healthcare	179
Consumer Packaged Goods	160
Insurance	126
Pharmaceuticals & Life Sciences	122
Telecom & Media	114
Travel, Transportation & Leisure	105
Other	70
Energy	63
Public Sector	52

Responses by Roles

Role	
IT/Digital Leaders	872
IT/Digital Operations	679
Procurement/VMO	315
Line of Business/Others	91

Responses by Revenue*

Revenue	
<1,000	857
1,000 - 10,000	791
10000+	298

* In millions

Overall Response Summary

Responses by Technology

Technology	
Application Services	1010
SaaS Solutions (HCM, CRM and ERP)	891
Public Cloud	868
Cloud Vendor Ecosystem Services	793
Analytics	751
Marketing Technologies	618
Industry Specific Services	521
Procurement Platforms	385
Enterprise Service Management	327
Private/Hybrid Cloud	313
Future of Work (Workplace)	310
Mainframes	205
Contact Center Customer Experience	133
Finance and Accounting	113
Procurement Services	95
Contact Center as a Service	85

Responses by Emerging Technologies

Emerging Technology	
Cyber Security	891
Digital Business Transformation	481
Cloud Native/ Containers	450
IoT Services	414
Network - Software Defined	385
Intelligent Automation	297

Responses by Cloud Ecosystem Partners

Partner	
Microsoft	737
Oracle	611
Salesforce	556
AWS	490
ServiceNow	329
Google	271
SAP (HANA)	244
Workday	185
Other On-premises Applications	12
Other SaaS applications	6

Program Methodology

ISG collects client experience information from a public link. Providers can also nominate clients to participate in the ISG Star of Excellence™ program through a dedicated microsite. Everyone nominated through the microsite received a unique URL via email to verify the identity of the nominee.

Survey period: The ISG Star of Excellence™ survey is open throughout the year. Once in the year, information collected till date is separated to recognize providers that stand out in different categories.

Eligibility criteria: Providers need to have minimum 30% responses received via the public link. In addition, each category has following eligibility criteria.

The ISG Star of Excellence™ results are amalgamated to form a benchmarking cohort that individual provider results can be compared against. Qualitative analysis of the open-ended feedback are integrated with quantitative results to derive key insights for individual providers, technologies and geographies.

ISG Primary Research and proprietary sampling **+** Nominated Provider & Advisor references via custom links **=** Unbiased customer experience ratings for sourcing

Public Client Link **Private Client Link**

Analysis of results: Providers' scores are calculated by taking an average of every relevant score.

- ISG Star of Excellence™ Score = ∑ (Average score of provider for each of the six categories * weighted category importance score for the category);
- **Net Promoter Score (NPS) analysis:**
  The NPS question asks participants are asked how likely they are to recommend a provider to a friend or colleague on a 0 to 10 point scale. Based on the response, participants are categorized into Promoters (scores of 9 or 10), Passives (scores of 7 to 8), or Detractors (scores of 0 to 6). The NPS score is calculated by subtracting the percentage of Detractors from the percentage of Promoters.
- Benchmarking and insight generation

Universal Region Category:

More than **10** responses in a Region

Covering more than **5** out of **12** industries & more than **19** out of **26** technologies

More than **5** responses across each service offering (Managed IT Services/Project-based BPO - Industry/Vertical specific, Software/Cloud vendor specific services)

At least **30** percent of total responses submitted independently by the clients

Region Category:

More than **10** responses in a Region

Covering more than **5** out of **12** industries

Covering more than **12** out of **26** technologies

At least **30** percent of total responses submitted independently by the clients

Universal Industry Category:

At least **2** geographies covered for each industry

More than **5** responses per Industry

Covering **10** out of **12** industries

At least **30** percent of total responses submitted independently by the clients

Industry Category:

At least **2** geographies covered for each industry

More than **5** responses per Industry

At least **30** percent of total responses submitted independently by the clients

Universal Technology Category:

At least **2** geographies covered for each technology

More than **15** responses for each technology

Covering **19** out of **26** technologies

At least **30** percent of total responses submitted independently by the clients

Technology Category:

At least **2** geographies covered for each technology

More than **15** responses for each technology

At least **30** percent of total responses submitted independently by the clients

Universal Emerging Technology Category:

At least **2** geographies covered for each emerging technology

More than **20** responses across each emerging technology

Covering **4** out of **6** emerging technologies

At least **30** percent of total responses submitted independently by the clients

Emerging Technology Category:

At least **2** geographies covered for each emerging technology

More than **20** responses across each emerging technology

At least **30** percent of total responses submitted independently by the clients

Overall Category:

More than **30** responses for a provider

Covering more than **80%** of all geographies, technologies and industries

At least **30** percent of total responses submitted independently by the clients

1. Choose the role that best represents your position.

2. How many employees does your company have?

3. In which regions does your business conduct business?

4. What are your company's annual revenues? (optional)

5. Please select your company's primary industry segment.

6. Which country or region is your business headquartered in?

7. Which of the following best describes your primary role in the management of Service Delivery from [PROVIDER]?

8. [PROVIDER] has nominated you to rate the following service [CONTEXT]. Please continue by clicking the forward button or select additional services.

9. Please provide an estimate of the portion of the work performed by [PROVIDER] which is performed in each of the following locations. Please answer for what was standard before COVID.

10. Please select which "Service" [PROVIDER] is performing for you.

11. Of the services that [PROVIDER] provides, please rate the following categories of service delivery from most important, to least important.

12. How successful has [PROVIDER]been at the following components of service delivery & execution?

13. How successful has [PROVIDER] been at the following components of collaboration and transparency?

14. How successful has [PROVIDER] been at the following components of governance and compliance?

15. How successful has [PROVIDER] been at the following components of innovation & thought leadership?

16. How successful has [PROVIDER] been at the following components of people & cultural fit?

17. How successful has [PROVIDER] been at the following components of business continuity and flexibility?

18. On a scale from 0-10, how likely are you to recommend [PROVIDER] to another business or colleague?

Thank you very much for your participation on behalf of [PROVIDER]. Please click "Next" below to finish your responses and receive your complimentary ISG Provider Lens reports.

Author & Editor Biographies

Lead Author

Akhila Harinarayan
Senior Lead Analyst

Akhila Harinarayan is Senior Lead Analyst and the lead author for ISG Star of Excellence™ and ISG Provider Lens studies. She has more than 12 years of experience across research and consulting including provider strategy, enterprise strategy, industry roadmaps, point-of-view papers, service provider assessment across regions. She has strong expertise on strategy and digital transformation, digital insights, thought leadership, benchmarking, market assessments and go-to-market strategies. She has authored many thought leadership papers, digital insight studies, devised go-to-market strategies across products/industries/regions, built frameworks and maturity models across industries for both enterprises, vendors and service providers.

Co-Author

Mrinal Rai
Senior Manager and Principal Analyst

Mrinal Rai is the Principal analyst for Digital Workplace, enterprise collaboration and conversational AI. His area of expertise is digital workplace services and enterprise social collaboration both from a technology and business point of view. He covers key areas around the Workplace and End User computing domain viz., modernizing workplace, Enterprise mobility, BYOD, VDI, managed workplace services, service desk and modernizing IT architecture. In Social business collaboration, he focuses on enterprise social software, content collaboration, team collaboration, social media management and chatbot platforms. He has been with ISG for last 9 years and has more than 13.5+ years of industry experience. Mrinal works with ISG advisors and clients in engagements related to workplace modernization, social intranet, collaborative workplace, cloud-based VDI, end user computing and service desk. He is also the ISG official media spokesperson in India.

Author & Editor Biographies

Co-Author

Tarun Vaid
Lead Analyst

Tarun has nearly decade of extensive research experience across ICT domain including report writing, drafting though leadership, analyzing IT spending, consulting clients on latest trend and business use cases. Additionally, he has been responsible for delivering end-to-end research projects, working along with internal stakeholders in delivering various consulting projects.

Data Specialist

Bhanwar Chauhan
Manager and Senior Lead Data Specialist

Bhanwar has more than 14 years of experience in support development, enhancement and maintenance of multiple datasets. He evaluates datasets for consistency, completeness, accuracy and reasonableness. He performs data management activities in accordance with customer, company, contract, and regulatory requirements. He is responsible to develop and implement automation tools to optimize component operations processes and standardized global real-time available analysis and reporting tools.

SOE Product Owner, Editor

Heiko Henkes
Director & Principal Analyst, Global IPL Content Lead

Heiko Henkes is a Director and Principal Analyst at ISG; in his role as Global ISG Provider LensTM (IPL) Content Lead and Program Manager, he is responsible for strategic business management and acts as thought leader for IPL Lead Analysts. In his role as ISG Star of Excellence™ (SOE) Product Owner, he leads the program design and IPL integration. His core competencies are in the areas of defining derivations for all types of companies within their IT-based business model transformation.

Within this context, Mr. Henkes supports companies to undergo continuous transformation, combining IT competencies with sustainable business strategies and change management. He acts as Keynote speaker in the context of digital innovation.

ISG Provider Lens™

DECEMBER, 2021

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