

# Retail & CPG Services

A research report comparing provider strengths,  
challenges and competitive differentiators

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**Infosys**®



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### **Convergence and transformation in the retail and CPG industries in the post-COVID-19 era**

#### **Increasing similarity between retail and CPG**

In today's consumer markets, 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. Notably, CPG companies are adopting a direct-to-consumer (D2C) sales approach to widen their customer reach through own-brand stores and online channels. Some major CPG brands aim to achieve more than half of sales through D2C channels. Even the companies that do not pursue D2C sales are improving their customer relationships through loyalty programs, highly personalized marketing and offers redeemable at stores.

The lines between traditional retail and CPG companies are also blurred as many retailers are developing their private-label brands, promoting and selling them directly to consumers in-store and online. Omnichannel commerce utilizing mobile, social, Internet and in-person sales and marketing is thus vital to retailers and CPG companies. New IT approaches like headless commerce based on micro-services architectures are paving the way forward.

#### **Pandemic recovery driving transformation with customer behavior adapting to the new normal**

The COVID-19 pandemic forced many retail and CPG companies to adopt digital technologies to meet the changing consumer demands rapidly. 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 like contactless payment systems, self-checkout options and in-store pickup solutions to enhance the overall shopping experience.

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



Companies continue to consolidate and refine the changes made to help them evaluate the performance of the implemented strategies and assess further developments. Customer behavior continues to evolve as customers rediscover in-person shopping or discover new preferences, such as quick commerce for instant fulfillment from dark stores or micro-fulfillment centers. It is necessary for firms to implement functional models like buy in-store and return online (and vice-versa) to boost customer satisfaction. The pandemic also highlighted the significance of supply chain robustness and efficiency with changing customer behavior. The availability of goods, foodstuff layout and store promotion have never been more paramount.

Consequently, retail and CPG companies rely on IT services to digitalize and optimize their new customer-facing and supply chain processes. Technologies like IoT sensors, blockchain and cloud-based supply chain management systems are beneficial for tracking inventory in real time, improving visibility, automating processes and ensuring product traceability.

### **Customer experience as the key focus of digital innovation**

In recent years, retail and CPG companies have focused on enhancing the customer experience by utilizing IT services. Personalization has become vital, with companies leveraging customer data to offer tailored recommendations, promotions and loyalty programs. AI and ML models are increasingly becoming important in improving performance in all of these, driving better customer support through automated support services and better knowledge of customers to personalize responses. Meanwhile, VR and AR technologies provide immersive shopping experiences, allowing customers to visualize products and try them virtually before purchasing.

Automation and robotics are other critical innovation areas where service providers can provide valuable expertise and solutions. Retail and CPG companies increasingly leverage automation and robotics to streamline operations and reduce costs. Automated warehouse systems, RPA and autonomous

delivery vehicles can improve order fulfillment, inventory management and last-mile logistics efficiency.

### **Cloud-based AI and analytics to drive better decisions**

Retail and CPG companies increasingly leverage the data they collect on customers via analytics and business intelligence tools to gain insights into customer behavior, optimize inventory management and improve operational efficiency. They utilize advanced analytics techniques such as ML and AI to analyze large volumes of data and make data-driven decisions in demand forecasting, store layout and supply chain optimization.

The pandemic underscored that many organizations' analytics and decision models were inflexible and based on out-of-date assumptions. It paved the way for a significant movement to retool and refresh their analytics capabilities using the latest AI-supported technologies and leverage new cloud-based data architectures, empowering the organizations' models with power, speed and flexibility.

### **Cloud-first as 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, which is set to continue for 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 like inventory management, CRM and analytics. Service providers play a crucial role in devising strategy, highlighting best practices, managing cloud transformations and operating the resultant infrastructures.

### **ESG agenda as a top-level issue for retail and consumer executives**

ISG research has shown that environmental, social and governance (ESG) issues and initiatives are now a top priority for retail and CPG company executives as they aim to reduce their carbon footprint, demonstrate ethical goods supply and creation, and reduce waste.



The main reasons for ESG to trend as a significant aspect for firms include the following:

- **Consumer demand:** Consumers increasingly choose to buy products that are produced in an environmentally and socially responsible manner. This shift is leading to a growing demand for sustainable products, and companies that do not opt for sustainable or ethical practices in their operations, products and services risk losing market share.
- **Regulatory pressure:** Governments worldwide increasingly regulate businesses to address environmental and social issues. It has led to a growing compliance burden for businesses, and companies that are unprepared for this are at risk of being fined or even shut down.
- **Investor pressure:** ESG factors are increasingly being considered by investors when making investment decisions due to a perception that these can facilitate business success and an ethically driven desire to invest in companies committed to sustainability.

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

### **Security and privacy as fundamental needs for every retail and consumer business**


The importance of cybersecurity and data privacy is growing with increasing reliance on digital technologies for sales and marketing channels and the ever-mounting use and distribution of data and AI models to inform business decisions and drive processes (particularly consumer data).

The cyber threat landscape widens, and criminal activity becomes ever more sophisticated. Retail and CPG companies are engaged in a constant race with bad actors to ensure their security measures and technologies are up-to-date and can continue to protect their data against cyberattacks and fraud, and also to ensure compliance

with data protection regulations such as the General Data Protection Regulation (GDPR) and the California Consumer Privacy Act (CCPA). They often rely on service providers for advice, support and implementing relevant technologies and strategies.

ESG initiatives are top priorities for retail and consumer goods executives as they have become key concerns for customers, affecting consumer choice, regulators, and investors.




 Provider Positioning

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	Business Transformation Services	Digital Innovation Services	Platform Modernization Services	Managed Services
Accenture	Leader	Leader	Leader	Leader
Aspire Systems	Contender	Contender	Contender	Contender
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	Contender
Fujitsu	Market Challenger	Not In	Contender	Contender
Genpact	Market Challenger	Market Challenger	Contender	Market Challenger



 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	Contender	Market Challenger	Market Challenger
HTC Global Services	Contender	Contender	Product Challenger	Contender
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



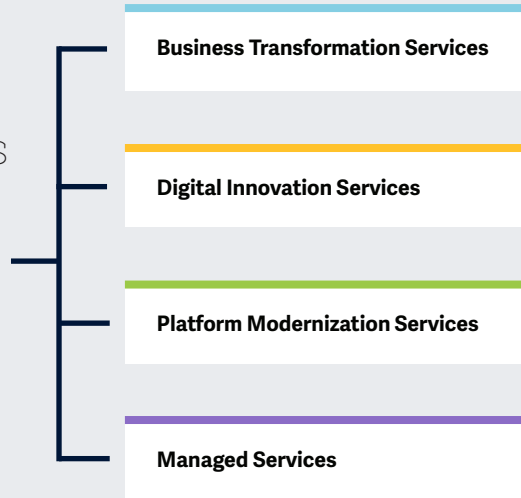
 Provider Positioning

	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	Rising Star ★	Not In	Product Challenger
TCS	Leader	Leader	Leader	Leader
Tech Mahindra	Product Challenger	Product Challenger	Contender	Rising Star ★
UST	Rising Star ★	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 for adaptation of business strategies and models, 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 re-engineer, 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 the 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 retail and CPG enterprises in the U.S. that are evaluating providers of business transformation services.

In this quadrant report, ISG highlights the current market positioning of providers offering business transformation services to retail and CPG businesses in the U.S. and how each one addresses the key challenges faced in the region.

Retail and CPG firms seek service providers who can help them accelerate their journeys to become digital-first businesses, adapting to the post-pandemic environment and consumer behavior. They must 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 direct-to-consumer (D2C) service, sales and marketing. Retailers seek to increase their footprint through sourcing and selling own-

brand goods and services alongside those from their branded suppliers. So they seek service providers to help deliver a seamless experience across physical and digital channels, enhancing customer engagement, brand awareness and loyalty, growing the business, and developing new channels like social commerce and models such as quick commerce or buy-online-return-in-store (BORIS).

Enterprises also increasingly adopt sustainable and ethical practices, such as sourcing and reducing their carbon footprint. They seek advice in addressing all aspects of the environmental, social and governance (ESG) agenda in their operations, 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 the U.S.



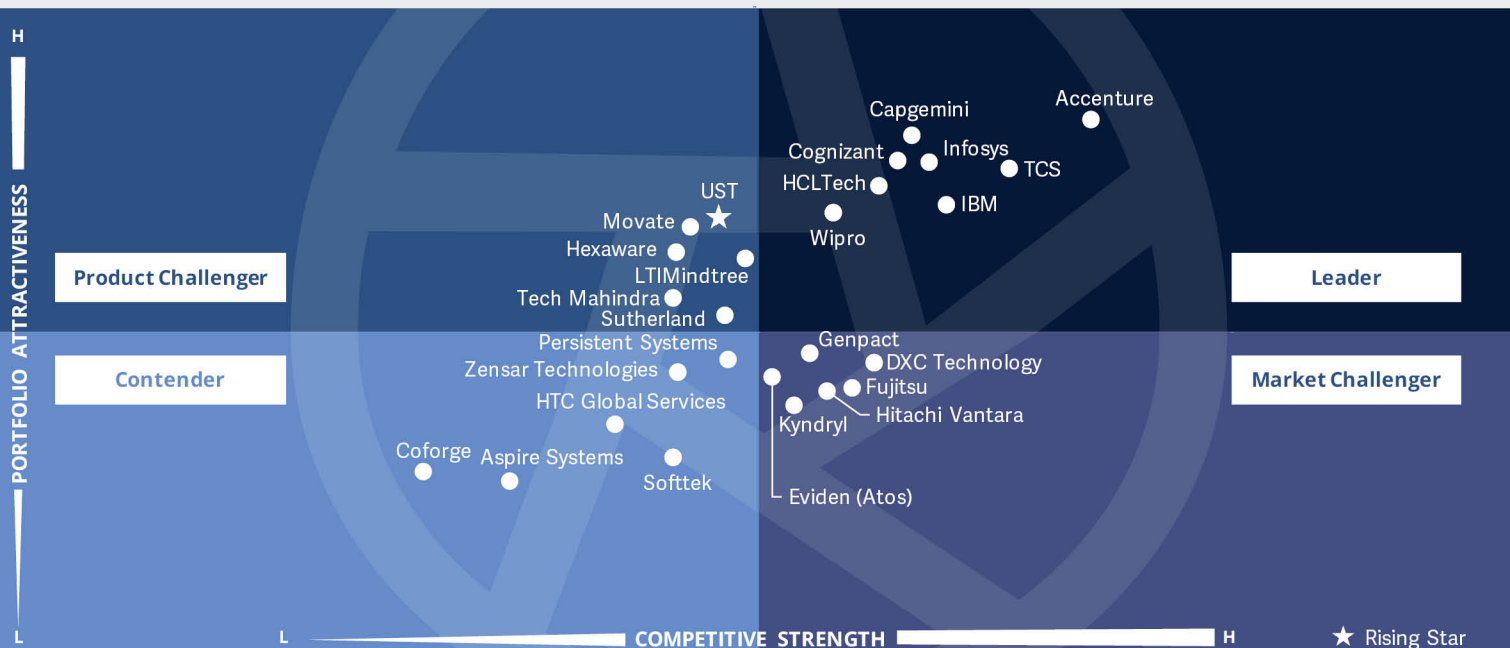
**Digital professionals** should read this report to understand better the strategic and transformative capabilities of business consulting and service providers.



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

Source: ISG RESEARCH

U.S. 2023



Retail and CPG companies are rapidly moving toward becoming **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

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

A winning provider of business and IT transformation services can help its clients successfully navigate the challenges of the rising e-commerce and omnichannel, changing customer behavior and hyper-personalization, and growing supply chain complexity. It can help envision the solutions and chart a path to a digital-first, agile, resilient, growing and profitable operation.

From the 28 companies assessed for this study, 26 have qualified for this quadrant with eight being Leaders and one a Rising Star.



**Accenture** is a global provider of consulting and IT services with strong industry thought leadership activities. Its many industry relationships support its digital business transformation approach, helping retail and CPG clients drive success and growth.



**Capgemini** has a strategic consulting-oriented approach to digital business transformation for its retail and CPG clients. It has extensive experience and consulting capabilities, enabling physical and digital transformation.



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



**HCLTech** offers retail and CPG customers many digital business transformation solutions and services, notably payments transformation and sustainability solution design.



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



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



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



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



**UST** (Rising Star) is a retail and CPG companies' born-digital IT and strategy services provider. UST offers a process-led solid approach to business innovation and 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 of approximately \$3 billion, with 55,000 FTEs. Over two-thirds of revenue comes from digital transformation projects. Notable U.S. customers include an American pharma retailer, a leading American sportswear and footwear retailer, a U.S. chain of jewellers, and a leading coffeeshop chain.

## Strengths

### Domain-led digital transformation:

Infosys offers industry-specific solutions for omnichannel commerce, in-store transformation, inventory management, warehouse operations, fulfilment 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 — for instance, 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, can be suitable for midsize enterprises, but the terms of engagement need careful consideration.





# Digital Innovation Services

### Who Should Read This Section

This report is relevant to retail and CPG enterprises in the U.S. evaluating providers of digital innovation services.

In this quadrant report, ISG highlights the current market positioning of providers offering digital innovation services to retail and CPG enterprises in the U.S. and how each one addresses the key challenges faced in the region.

In the U.S., enterprises seek to advance their business models and attractiveness to customers by using new and emerging digital technologies, such as AI, IoT, 5G and AR/VR (metaverse). These can offer unique CX and provide sharp differentiation from their competitors.

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.

New technologies like the above can assist with many retail and CPG operations aspects. Mobile applications can improve employee effectiveness and experience, cameras and robotics can improve warehouse automation and more.

Many service providers have proven experience and research in these areas that can assist retail and CPG firms in 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.



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



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



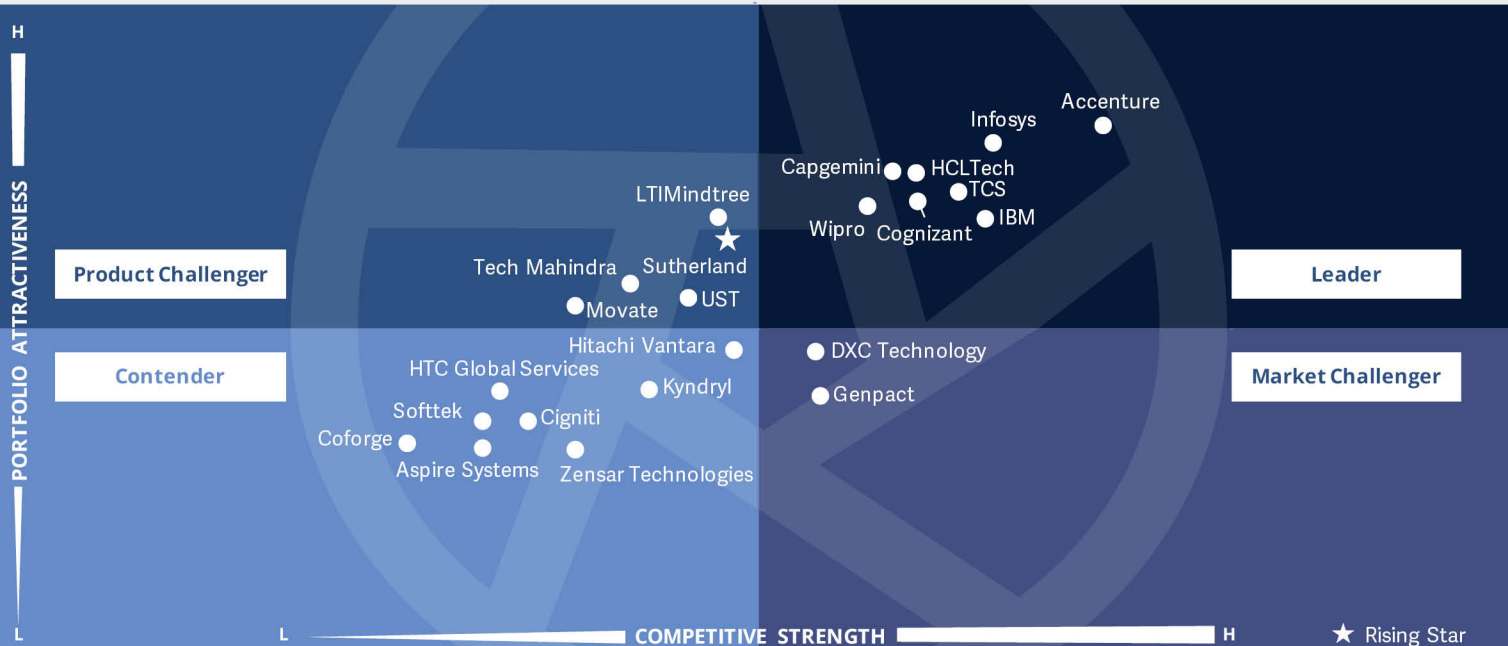
**Digital professionals** should read this report to understand better the digital innovation capabilities, potential and experience of consulting and service providers.



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

Source: ISG RESEARCH

U.S. 2023



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

*Philip Carnelley*



## Digital Innovation Services

### 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 hyper-personalized 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's experience, better understand the customer and market demand, or improve their internal operations like inventory management, supply chain and logistics optimization or warehouse automation.

Technologies with significant potential include IoT, AI and ML, data analytics, camera/vision, robotics and metaverse (AR/VR) to enable phygital (physical and digital) customer experiences. Leading companies can provide expertise and guidance in the ideation, usage and implementation of many or all of these technologies, linking experience and knowledge of their application within the retail/CPG industry, for example the costs, best practices and pitfalls to avoid.

From the 28 companies assessed for this study, 23 have qualified for this quadrant, with eight being Leaders and one a Rising Star.



**Accenture** is a global provider of consulting and IT services with solid thought leadership activities around digital innovation. It 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. The company has supplemented its strategic approach with acquisitions to bolster its design and ideation capabilities.



**Cognizant's** well-targeted acquisitions of specialist tech solutions providers augment its modern, architectural and strategic approach to digital transformation and innovation.



**HCLTech's** product engineering, IP and platform solutions strengths underpin its digital transformation capabilities.



**IBM** has maintained a leading position in business and IT services in the 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 informs 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** approach to digital innovation includes utilizing well-established platform solutions like the AI-centric Wipro Holmes automation platform.



**Sutherland's (Rising Star)** approach to digital innovation relies heavily on its AI and analytics. It is powered by co-innovation with industry giants like Google and Microsoft and research cooperation with Stanford University.



# 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 of approximately \$3 billion in revenue, with 55,000 FTEs. Over two-thirds of the company's revenue comes from digital transformation projects. Its Innovation by Design approach is at the heart of its digital innovation projects for retail/CPG clients. Notable U.S. customers include an American pharma retailer, a leading American sportswear and footwear retailer, a U.S. chain of jewellers, and a leading coffeeshop chain.

## Strengths

**Innovation by Design:** Infosys' approach to providing innovative services to clients includes the Infosys Innovation Network — a partnership between select startups and Infosys. Technologies it is actively developing solutions for 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/implementation:** Infosys has established a metaverse CoE to bring together domain and design expertise with platforms and digital accelerators, including the Infosys XR Platform, Virtual Living Labs (VLL) and

an industry-agnostic non-fungible token (NFT) platform, to help design and adopt these new technologies. Examples of its application include virtual try-on of tennis wear, envisioning virtual home furnishings in situ, and aircraft interiors.

**Design-led human experience (HX) transformation:** Infosys believes in putting the human at the center of its digital innovation efforts. It endeavors to bring business and technology together through leveraging its creative agency Wongdoody, augmented in 2022 with the acquisition of German digital experience agency Oddity.

## 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



## Platform Modernization Services

### Who Should Read This Section

This report is relevant to retail enterprises in the U.S. for evaluating platform modernization services providers.

In this quadrant report, ISG highlights the current market positioning of providers offering platform modernization services to retail players in the U.S. and how each provider addresses the key challenges faced in the region.

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

In the U.S., there is a growing demand for headless commerce architectures among retail and CPG firms to allow greater flexibility and power in omnichannel delivery and personalized and tailored e-commerce experiences. It requires significant re-architecting of the application landscape.

With the move to the cloud and an evolving regulatory landscape, firms are looking to build robust security and compliance measures to safeguard business information and clients' personal and financial data. They seek out service providers with solid partnerships with the cloud hyperscalers to accelerate cloud transformation.

Service providers have extended their capabilities in assisting enterprises with complete planning and cost-effective cloud migration. A significant focus has been to develop a comprehensive migration plan with defined timelines, resource allocation and risk management strategies, resulting 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.

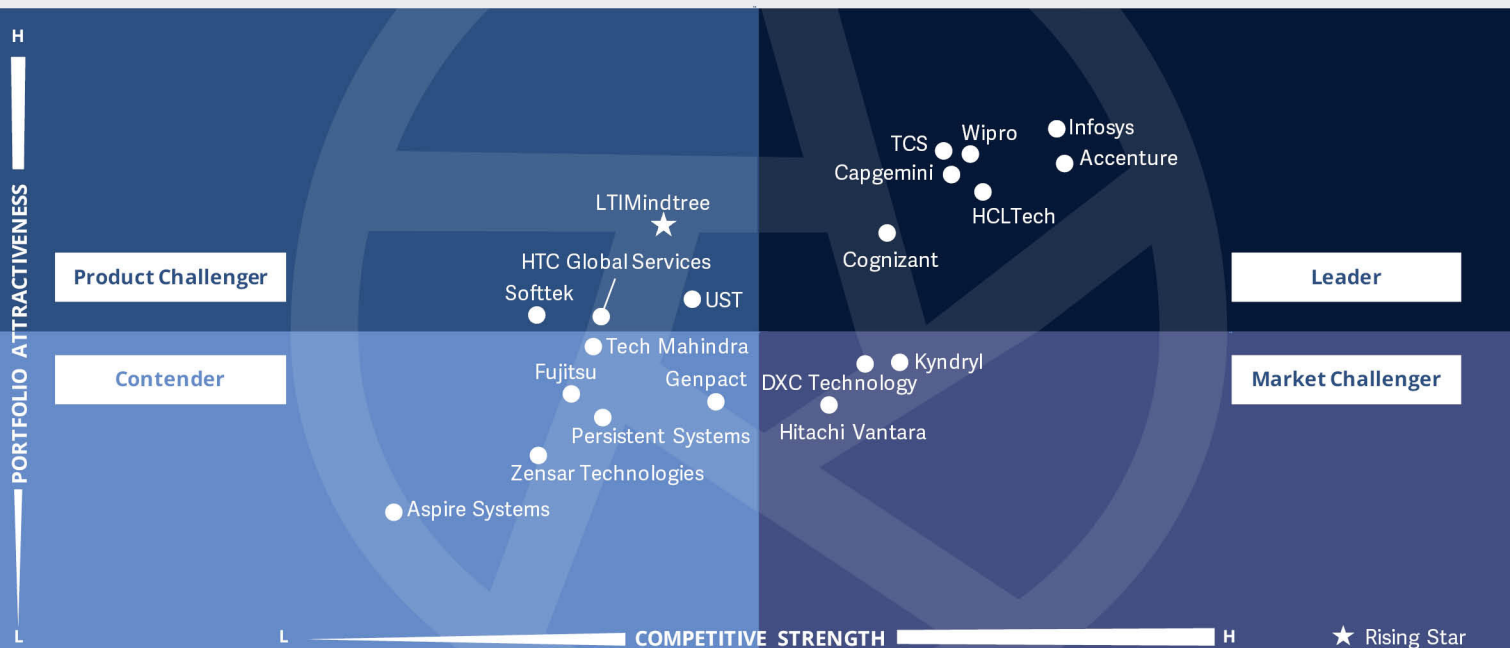


**Procurement professionals** should read this report to understand better the competitive landscape of platform modernization services providers in the U.S.



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





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

*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 changes in customer preferences toward omnicommerce, the need to build more resilient and flexible supply chains and logistics and improving the availability, storage and use of data for analytics and AI.

There are significant constraints and cost drivers for organizations and their service providers driving modernization decisions. Organizations need flexibility, scalability and reasonable certainty over the cost implications of their modernization. They will likely want to know that the modernization will reduce their carbon footprint, improving their sustainability credentials. They will certainly want to know that their cyber risk profile is reduced, not increased, by using cloud solutions — and that moving to the cloud does not compromise customers' data privacy or regulatory compliance.

Hence leaders in this space are those who exhibit knowledge and expertise in the latest cloud applications and data architectures, 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 multicloud strategy, so service providers must demonstrate partnerships, knowledge and expertise in the main cloud platform providers' offerings.

From the 28 companies assessed for this study, 20 have qualified for this quadrant, with seven being Leaders and one a Rising Star.



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



**Cognizant** is expanding its cloud migration offerings in the U.S. 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** assists retail and CPG clients in platform modernization with its engineering capabilities, platforms and accelerators, including its CloudSMART framework.



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



**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 the cloud. Its Wipro Holmes for cloud offers end-to-end, AI-based enterprise automation solutions.



**LTIMindtree** (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 about 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 of approximately \$3 billion, with 55,000 FTEs — nearly 13,000 of whom are working on platform modernization. Notable U.S. customers include an American pharma retailer, a leading American sportswear and footwear retailer, a U.S. chain of jewellers, and a leading coffeeshop chain.

## 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 modes like quick commerce. Solutions created 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 at over 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' cybersecurity program uses a four-dimensional approach of Diagnose-Design-Deliver-Defend. 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 cost.

## Caution

The industry-specific, retail and CPG aspects of Cobalt 2.0 are still new and being rolled out in the market.

Although comprehensive, Infosys' platforms and accelerators may not meet the client's needs, and it is necessary to evaluate them against alternatives.





# Managed Services

### Who Should Read This Section

This report is relevant to all enterprises across all industries in the U.S. 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 the U.S. and how each one addresses the key challenges faced in the region.

Globally, the U.S. continues to be a leader in IT outsourcing activities. With reduced operational costs, enterprises use new cloud capabilities to upgrade their IT infrastructure and applications' scalability and adaptability. Hence, for maximum efficiency, they must utilize state-of-the-art development and management services, like DevOps, AIOps and FinOps.

Many firms also 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.

Modernization and management of standard back-office processes can free up resources to work on more differentiating industry-specific work.

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

In the above areas, many retailers and CPG firms look for customized service agreements from their providers, with new approaches, such as XLAs, 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.



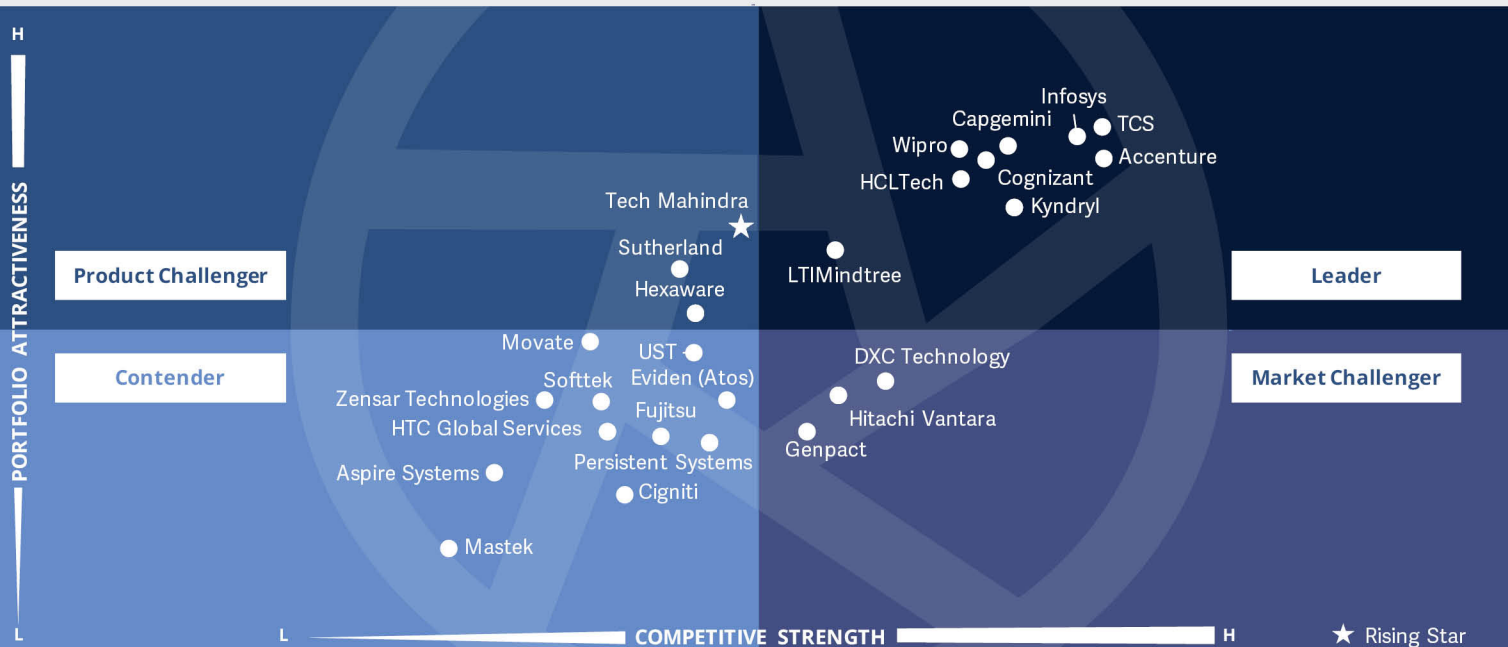
**Technology professionals** should read this report to understand providers' strengths and weaknesses and the scale and scope of their modernization, IT management and cybersecurity services.



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







Retail and CPG firms wish to increase the **effectiveness** and **efficiency** of business and IT operations. 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 service 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 & 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, IT operations, and technology infrastructure.

Alongside the more general support needs such as application, infrastructure and network management, more 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, interacting with suppliers and last-mile delivery firms — so their IT must be architected and managed to work effectively in that ecosystem context.

Also, as customer interactions are so central to the business, IT security and privacy/compliance needs are critical to retail and CPG firms, as are data management, backup and

recovery capabilities. Many firms also require support in customer service and call-center operation services.

Consequently, the requirements of managed service suppliers to retail/CPG are as demanding as in any industry. Leading suppliers will have successfully embraced the latest approaches like AIOps and FinOps in cloud service management or agile for applications development. In network management, many retailers want to take advantage of the possibilities of 5G. In the business process as a service (BPaaS), suppliers must demonstrate industry process capability and the ability to enhance effectiveness and efficiency through process modeling, management and improvement.

From the 28 companies assessed for this study, 26 have qualified for this quadrant, with nine being Leaders and one a Rising Star.



**Accenture** provides various managed services for applications, infrastructure and cloud solutions. It handles client infrastructure by leveraging advanced technologies such as automation, AI and ML.



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



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



**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 example, through its Live Enterprise Application Platform (LEAP) or for managed real-time supply-chain interactions.



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



## Managed Services



**LTIMindtree's** recent merger has significantly improved its capability in managed services. The combined company 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 (MFDM) framework targets 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 to manage 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' IT ecosystem.



# Infosys



“Infosys brings a strongly cognitive- and security-oriented approach to managed services for 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, approximately \$3 billion in revenue, with 55,000 FTEs, over half of whom work on managed services. Notable U.S. customers include an American pharma retailer, a leading American sportswear and footwear retailer, a U.S. chain of jewellers, and a leading coffeeshop chain.

## Strengths

**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 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.

**Cloud DevOps services:** Infosys aspires to offer business-first, cognitive-first, end-to-end integrated IT operations. Powered by Infosys Cobalt, a set of services, solutions and platforms, Infosys Cloud DevOps services aim to minimize effort and costs but 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.

## Caution

Infosys can further enhance its managed services offerings for retail and consumer companies by helping clients leverage advanced technologies like metaverse and generative AI in operations. It could also design 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 U.S. market, based on a multi-phased research and analysis process, and positions these providers based on the ISG Research methodology.

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

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

The study was divided into the following steps:

1. Definition of 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 Analytica.

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 and Executive Advisor**

Bruce Guptill brings more than 30 years of technology business and markets experience and expertise to ISG clients. Bruce has helped develop and lead ISG's 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, adaptation and change. He currently leads U.S. public sector research for ISG's Provider Lens™ (IPL) global research studies and IPL studies in procurement and software vendor partner ecosystems.

Bruce holds a masters' degree in marketing and finance, and a B.A. combining business and mass media communication psychology. 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**

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.

*Enterprise Context and Global Overview Analyst*

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™**

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.

*IPL Product Owner*

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](#).

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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).





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**REPORT: RETAIL & CPG SERVICES**