



Service Description- ISG Cost & Performance Benchmarking

G-CLOUD 15. LOT 3: CLOUD SUPPORT

ISG Cost & Performance Benchmarking helps organisations initialise change through standardisation, customer orientation and competitive allocation of company resources. We deliver full transparency and comparative analysis to support the design of your future state and your journey to operational excellence.

ISG Advisory: What Matters Most to Your Business?

About ISG

We are focused on it.

 Automation Leverage robotic process and cognitive automation technologies.	 Cognitive & Analytics Accumulate data capital and monetize it effectively.	 Digital Engineering (OT) Move into a differentiated position in a secured, intelligent and connected economy.	 Networks Create an optimal, right-fit network services strategy that adds significant value to your business.	 Sourcing Find the right partners and make the best deals.
 Benchmarking Track and meet your cost, performance and quality objectives.	 Cost Optimization Drive greater value for your enterprise and get the most efficient and effective business operations and technology.	 Future of Work Integrate the best of digital, physical and human solutions.	 Organizational Change Management Empower your people to realize benefits faster and increase productivity through technology usage.	 Cloud Advisory From strategy to implementation to managed services, we help you to define your Cloud journey.
 Business Operations Transform general and administrative processes to deliver new efficiencies and unleash superior business value.	 Cybersecurity Transform your existing information security into an agile and vigilant operation to protect your enterprise.	 S/4HANA Transform your business with the right strategy and partners for ERP.	 Software Optimize your strategic software suppliers and ecosystems.	 Technology Modernization Architect your organization's infrastructure and applications for success.



ISG Benchmarking Capabilities and Approach

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ISG Benchmarks Address Your Questions



Staffing

Are total **staffing levels** and **staff utilisation** right for each functional area?



Service Delivery

How do our **level of assets** compare? Are we **providing** the right **service levels** to our users?



Spend

Are we **spending** the right amount of money in total, and by major functional area?



Leading Practices

Where are the variances from **leading practices**?

Performance Gaps

Where and why are there **performance gaps**?
How do we drive **sustainable improvement**?



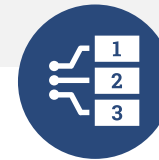
Meaningful Savings

What are the **high impact, high ROI** changes we can make in the immediate term?



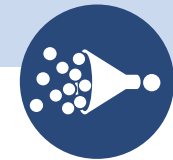
Service Source

Are there services currently provided **in-house that should be outsourced** or vice-versa?



Intelligent Simplification

What complexity or constraints could be alleviated through **simplification or automation**?



Benchmark Offering: When Can it be Employed?

The Benchmark offering may be employed at various stages of the sourcing life cycle. It applies to multiple stages where an independent expert view of the contractual documents is deemed valuable.

Service Provider Actions

- | | |
|---|---|
| 1 Ongoing Contractual Relationship | Ongoing services – an independent review or tri-partite benchmark can help understand the key issues that can be addressed to restructure or renegotiate the contract at any time through its term, Including rate card reviews. |
| 2 RFP Ready for Release | RFP document has been prepared without any external sourcing advisory assistance but not yet released to the service providers – an independent review can help understand the key gaps and issues that may need to be addressed. |
| 3 Proposals Received | Proposal received from service providers – an independent review can help highlight the key issues in proposal responses that may need to be addressed during evaluation/discussions. Particularly if not competitive and management requires assurances of market competitiveness. |
| 4 Ongoing Negotiations | Ongoing negotiations with shortlisted providers – an independent review can help understand the key issues that can be addressed during negotiations. |

Total Cost of Ownership Actions

- | | |
|--|--|
| 1 Cost & Performance Benchmarks | Assess your entire IT enterprise or select areas to determine the cost efficiency, service quality and services productivity relative to a peer group of similar size and complexity. Receive detailed recommendations for cost savings, productivity improvements, leading practices and service quality measure that drives value to the business. |
| 2 ISG Inform™ | A Data-as-a-Service solution that provides cloud-based access to ISG's metric repository allowing you to create internal scenarios that drive instant benchmark results. |

Benchmark Offering: How is Employed?

The Benchmark offering may be employed at various stages of the sourcing life cycle. It applies to multiple stages where an independent expert view of the contractual documents is deemed valuable.

Price				Cost		Contract	Performance		
Rate Card Assessment	Market Assessment	Contract Benchmark	Tripartite Contract Benchmark	TCO Benchmark	ISG Inform™	Terms and Conditions Assessment	SLA Benchmark	Relationship Benchmark	User Experience Benchmark
Designed for benchmarking labor rates found in T&M agreements.	Higher level assessment of pricing found in outsourcing contracts, typically at the tower level.	Detailed benchmarking of pricing, performance and quality found in outsourcing contracts.	Formal contract benchmark executed by both parties to a contract (client and provider), typically executed against benchmarking clause in MSA.	Total Cost of Ownership benchmarks, for clients to compare against industry standards for cost, quality and productivity.	Comparisons against industry cost, quality and productivity metrics such as IT spend as a percent of revenue, Run/Change/Transform %, User Satisfaction, etc.	Assessment of contractual terms and conditions against market leading positions.	Assessments of Service Level Agreements against the market, including both performance levels and structure.	Evaluates the health of a relationship between a client and their service provider.	Measures the impact of technology on users, including customer satisfaction.

ISG Market Leading Data and Insights

ISG's comprehensive databases provide thousands of data points for market comparison

Contract KnowledgeBase®

The Authoritative Repository of Worldwide Sourcing Contracts Data

Contains data on **+226,000 sourcing contracts** covering all regions and industries



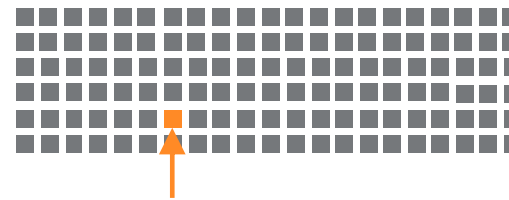
Built on a foundation of contracts for **+15,000 unique providers**, **89,000 enterprises** and **+2,750 ISG Advised Contracts** valued at **+\$485B**



ISG Benchmarking™ Databases

Uniquely Comprehensive Operational Performance Data and the Quantitative Consequences of Best Practices

+5,600 unique assessments covering all regions and industries



500 to 3,000 data attributes per assessment dataset; including volume, cost, quality and productivity



ISG's Unique Value

- Deliver total cost ownership assessments across organisation.
- Analyze managed services contracts or roles and rates against industry for current market pricing and best practices.
- Identify complexity or constraints to address.
- Increase cost transparency, to support make-or-buy decisions.
- Highlight potential scale effects and capacity consumption.

ISG has the industry's deepest benchmark data and strongest assessment methodology with decades of experience helping enterprise clients compare defined services to the market

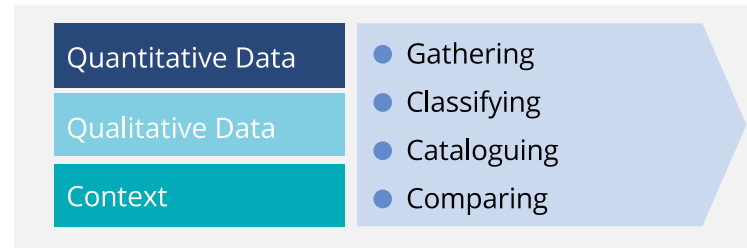
Core Principles of the ISG Methodology: Ensuring a like-for-like comparison of Good Value



ISG Methodology, Core Principle & Approach:

1. Collaborating with key Client SMEs, ISG **gather service specific data** to gain a comprehensive overview of service scope, performance, and pricing for the benchmark. This **understanding enables ISG to identify suitable reference group peers** and **generate specific and meaningful benchmarking insights**.
2. ISG **map Client services against the ISG Service taxonomy** (based on industry frameworks) allowing ISG to compare a Client's services to market peers.
3. Based on an agreed set of criteria, ISG **select comparable peers to create the market reference group**. Selecting appropriate peers allow ISG to make the most appropriate like-for-like comparison. ISG **normalise for service scope differences and adjust services for service / Client specific requirements** not present in peer group reference data.
4. ISG's benchmark **provides specific and actionable insights for Client executives** based on the specifics the benchmark scope.

1 Project Data



Provides a comprehensive picture of the benchmark scope

(Facilitated)
Service Mapping

2 ISG IT Service Taxonomy



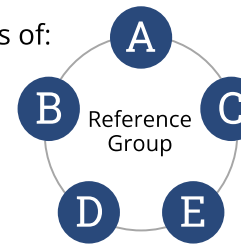
- Constantly evolving
- Aligned with industry frameworks (e.g. ATUM, ITIL, SFIA)
- Ensures all data is collected and held in a standardised way

3 Reference Data



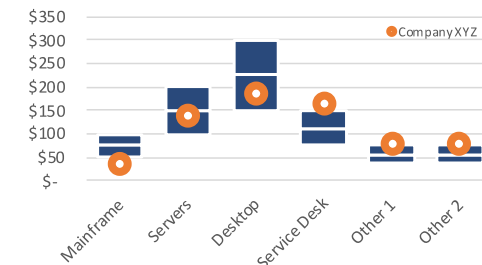
Selection of comparable data in terms of:

- Service Scope
- Service Quality (SLAs)
- Service scale (Locations, Volumes)
- Complexity



Ensuring a
Like-for-Like
Comparison
↑
Adjustments &
Normalisations
↓

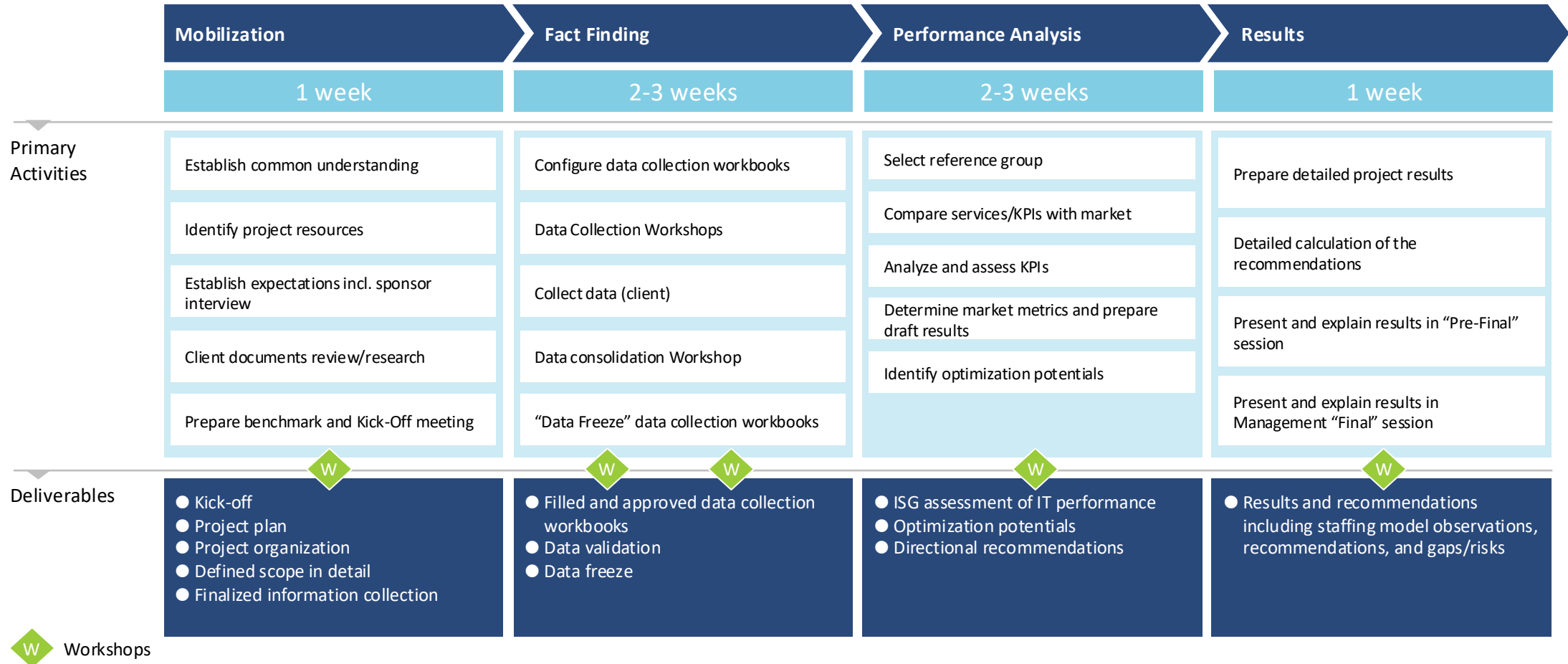
4 Actionable Results



- Data
- Insights
- Recommendations
- Action Plan

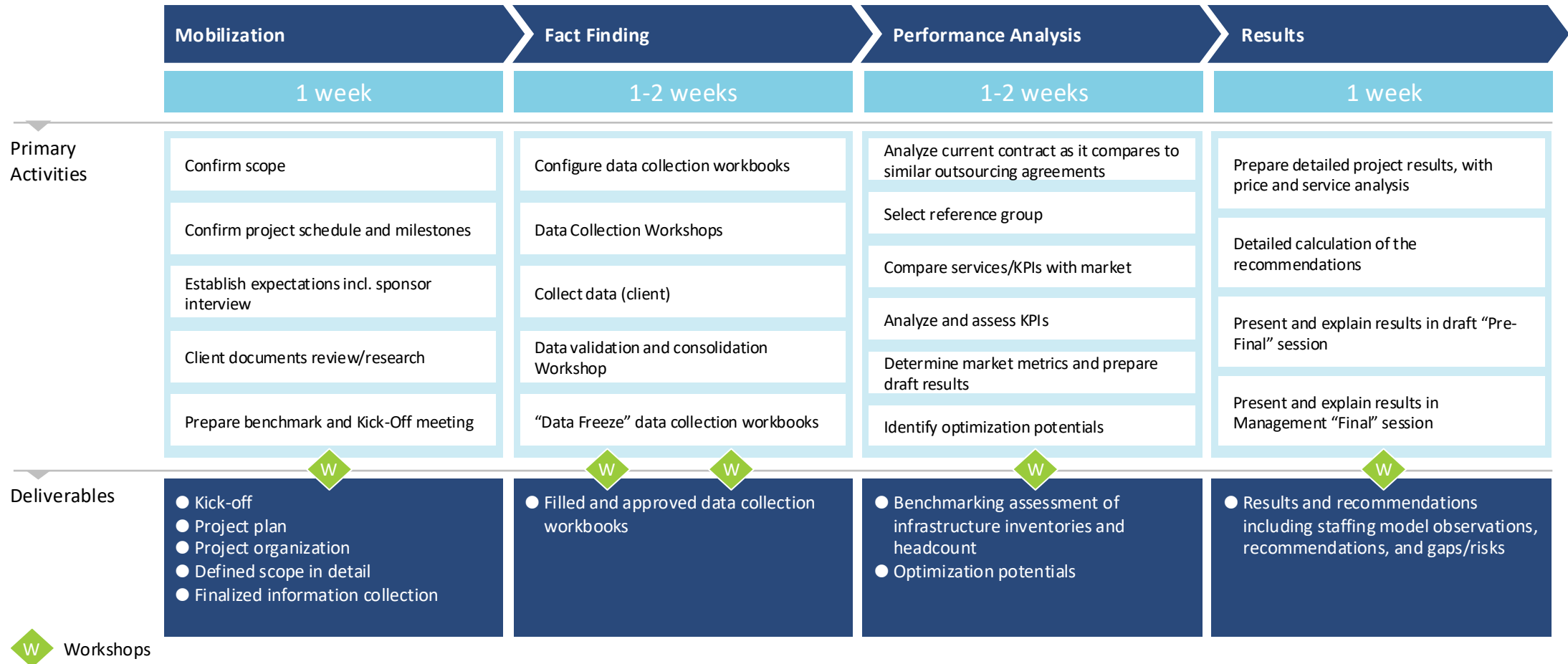
Cost & Performance Benchmark Approach

Our clients benefit from the standard, proven approach which reduces overall efforts while ensuring they get high quality results. This type of benchmark is an analysis of efficiency and effectiveness of the whole IT estate



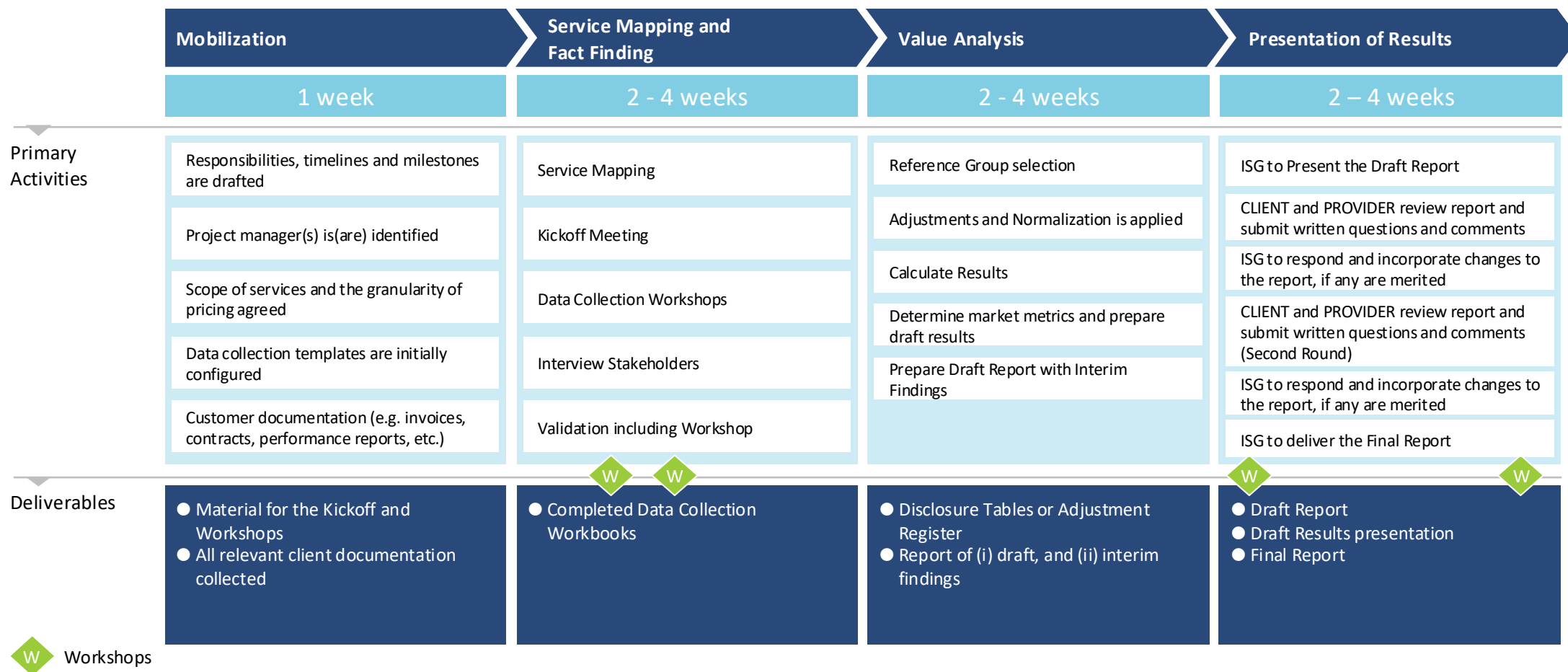
Client Contract Benchmark Approach

This type of benchmark is an analysis of sourcing contracts including service pricing, pricing models, SLAs, contracted vs. delivered services, service cut, market conformity etc.



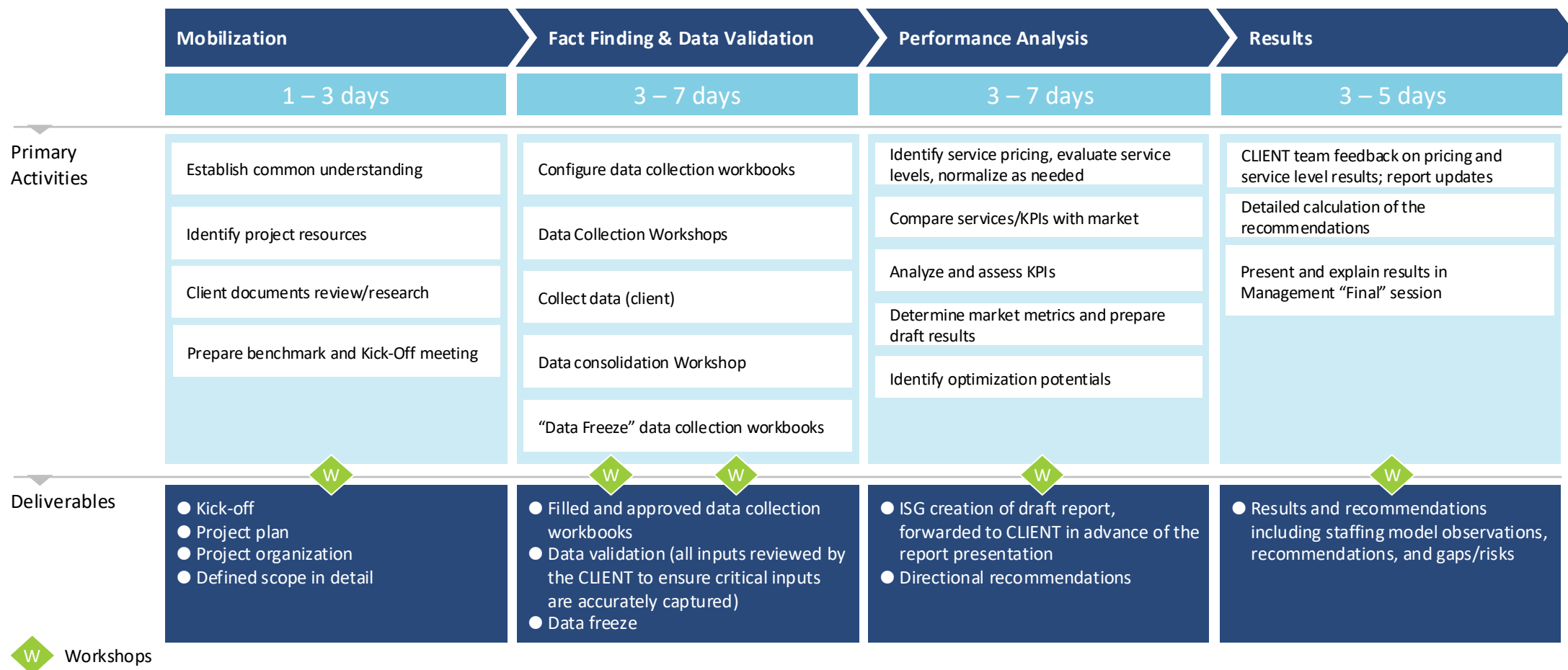
Tripartite Approach

This type of benchmark is typically a larger scale, project-based, auditable contract driven benchmark, used to reset price under contract clause.



Market Assessment Approach

This type of benchmark is leveraged by organizations looking to obtain a rapid assessment of contract pricing, often as part of or in preparation for contract negotiations.



Rate Card Assessment

ISG Rate Card Assessments are rapid assessment to enable clients to quickly identify areas off negotiation opportunity. By leveraging heat maps, clients can focus negotiations on specific areas and drive immediate savings within the project portfolio and other areas with heavy T&M usage.

Hourly Rates		Short Term Rates (Less than 6 months)											
	Hourly Rates (\$ USD)			Hourly Rates (\$ USD)			Hourly Rates (\$ USD)			Hourly Rates (\$ USD)			
Country of Delivery	USA			Poland			Germany			Switzerland			
Roles	Client Rates	ISG Rates	Diff	Client Rates	ISG Rates	Diff	Client Rates	ISG Rates	Diff	Client Rates	ISG Rates	Diff	
Project Manager	\$ 92.74	\$ 113.79	-19%	\$ 67.62	\$ 62.86	8%	\$ 90.80	\$ 101.87	-11%	\$ 144.90	\$ 146.31	-1%	
Project Lead	\$ 69.55	\$ 78.25	-11%	\$ 50.23	\$ 43.22	16%	\$ 64.72	\$ 70.05	-8%	\$ 96.31	\$ 100.60	-4%	
Oracle Lead DBA	\$ 86.94	\$ 97.31	-11%	\$ 65.69	\$ 53.75	22%	\$ 80.68	\$ 87.12	-7%	\$ 127.32	\$ 125.12	2%	
Oracle DBA	\$ 82.59	\$ 86.33	-4%	\$ 62.40	\$ 47.69	31%	\$ 76.65	\$ 77.29	-1%	\$ 120.96	\$ 111.00	9%	
SQL Lead DBA	\$ 85.01	\$ 86.85	-2%	\$ 63.76	\$ 46.96	36%	\$ 78.75	\$ 76.10	3%	\$ 125.39	\$ 109.30	15%	
SQL DBA	\$ 81.39	\$ 81.14	0%	\$ 61.20	\$ 44.82	37%	\$ 75.44	\$ 72.64	4%	\$ 119.75	\$ 104.33	15%	
Admin Support	\$ 60.86	\$ 62.15	-2%	\$ 38.64	\$ 34.33	13%	\$ 62.79	\$ 55.63	13%	\$ 73.36	\$ 79.90	-8%	
Technical Lead	\$ 86.46	\$ 95.60	-10%	\$ 63.76	\$ 52.81	21%	\$ 86.70	\$ 85.58	1%	\$ 101.43	\$ 122.91	-17%	
Technical Specialist	\$ 85.01	\$ 86.30	-1%	\$ 62.31	\$ 47.67	31%	\$ 85.25	\$ 77.26	10%	\$ 99.98	\$ 110.96	-10%	
Network Lead	\$ 88.87	\$ 84.25	5%	\$ 67.62	\$ 46.54	45%	\$ 88.87	\$ 75.43	18%	\$ 129.26	\$ 108.33	19%	
Network Specialist	\$ 85.97	\$ 77.97	10%	\$ 63.66	\$ 43.07	48%	\$ 85.97	\$ 69.80	23%	\$ 122.21	\$ 100.25	22%	
Storage Lead	\$ 85.49	\$ 91.04	-6%	\$ 64.24	\$ 50.29	28%	\$ 85.30	\$ 81.50	5%	\$ 125.87	\$ 117.05	8%	
Storage Specialist	\$ 81.63	\$ 82.59	-1%	\$ 61.44	\$ 45.62	35%	\$ 75.68	\$ 73.94	2%	\$ 119.99	\$ 106.19	13%	
Technical Writer	\$ 76.31	\$ 71.17	7%	\$ 53.13	\$ 39.31	35%	\$ 63.74	\$ 63.71	0%	\$ 97.44	\$ 91.50	6%	
Active Directory Specialist	\$ 82.11	\$ 89.83	-9%	\$ 61.92	\$ 49.62	25%	\$ 76.16	\$ 80.42	-5%	\$ 120.47	\$ 115.49	4%	
Active Directory Lead	\$ 86.46	\$ 96.57	-10%	\$ 65.21	\$ 53.34	22%	\$ 80.20	\$ 86.45	-7%	\$ 126.84	\$ 124.16	2%	
Unix Systems Administrator	\$ 86.94	\$ 82.56	5%	\$ 64.24	\$ 45.61	41%	\$ 87.18	\$ 73.91	18%	\$ 101.91	\$ 106.15	-4%	
Unix Systems Lead Administrator	\$ 88.39	\$ 101.58	-13%	\$ 65.69	\$ 56.11	17%	\$ 88.63	\$ 90.94	-3%	\$ 103.36	\$ 130.61	-21%	
Windows Systems Administrator	\$ 86.46	\$ 79.63	9%	\$ 63.76	\$ 43.98	45%	\$ 86.70	\$ 71.28	22%	\$ 101.43	\$ 102.38	-1%	
Windows Systems Lead Administrator	\$ 87.91	\$ 90.97	-3%	\$ 65.21	\$ 50.25	30%	\$ 88.15	\$ 81.44	8%	\$ 102.88	\$ 116.97	-12%	
Linux Systems Administrator	\$ 86.94	\$ 85.01	2%	\$ 64.24	\$ 46.96	37%	\$ 87.18	\$ 76.11	15%	\$ 101.91	\$ 109.30	-7%	
Unix Systems Lead Administrator	\$ 88.39	\$ 101.58	-13%	\$ 65.69	\$ 56.11	17%	\$ 88.63	\$ 90.94	-3%	\$ 103.36	\$ 130.61	-21%	
Uplift % for Offsite Work		8-11%			8-11%			8-11%			8-11%		
Comparison to Average Overall Job Category Rates for each Country													
Average XXX Rates	\$ 83.75		XXX	\$ 61.89		XXX	\$ 81.10		XXX	\$ 112.11		XXX	
Average YYY Rates	\$ 85.00	-1.5%	YYY			YYY	\$ 97.00	-16.4%	YYY	\$ 153.00	-26.7%	YYY	
Average ZZZ Rates	\$ 87.39	-4.2%	ZZZ	\$ 48.22	28.3%	ZZZ	\$ 78.16	3.8%	ZZZ	\$ 112.25	-0.1%	ZZZ	

% XXX is lower than respective Average Rate

% YYY is higher than respective Average Rate



ISG Inform™ and ISG ProBenchmark®

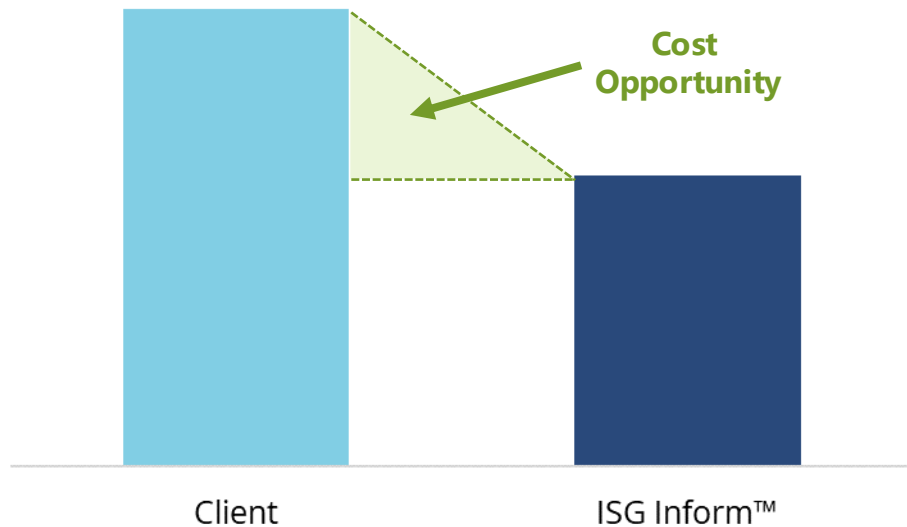
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ISG Platforms enable Self-Service Benchmarking

1 ***ISG** Inform™

Supports client's operational excellence Aspirations (Cost, Quality, Performance)

IT Cost Efficiency
(e.g., per user, % Revenue)



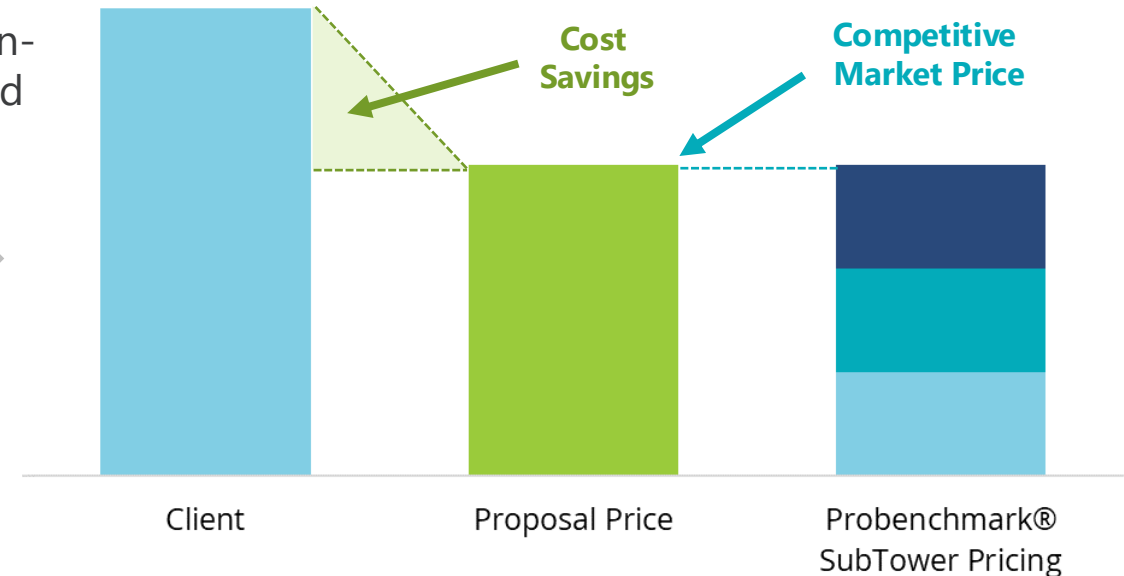
Drive client decision-making on cost and price initiatives



2 ***ISG** ProBenchmark®

Assures competitive market pricing from external spend (3rd Party Spend, Price)

IT Sourcing Business Case



ISG Inform™ Overview

Advanced Analytics Designed to Enhance IT Performance



Compare data to a global validated database with up to **750 unique dataset segmentations**.



On-demand access to **1,000 IT metrics** that are easy to understand.

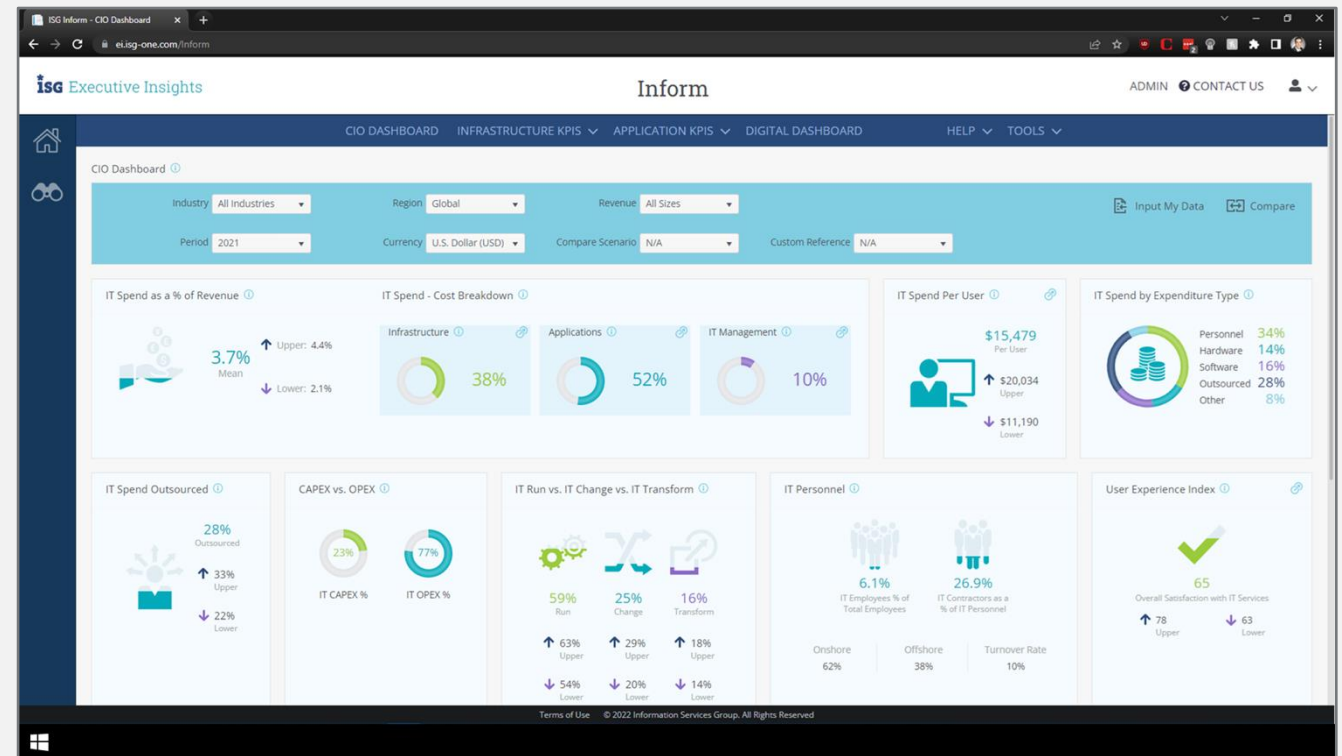


Empower informed decision-making across **16 IT dashboards**.



Easily identify **performance optimisation opportunities**.

ISG Inform™ is an easy-to-use, cloud-based delivery platform accessed via isg-one.com.



ISG Inform™ provides instant access to ISG's deep global data assets and insights in real time.

What is ISG Inform™?

ISG Inform™ is an easy-to-use, Data as a Service delivery platform, accessed via isg-one.com, that provides our clients **instant** access to ISG's deep global data assets and insights.



On Demand
benchmarking
Service.



Delivers **comparisons**
of your IT performance
and spending instantly.



Certified
Information Security
Management System
which complies with
the requirements
of ISO/IEC 27001:2013.



Peer-based
comparisons with
proactive views
of performance
and insight.

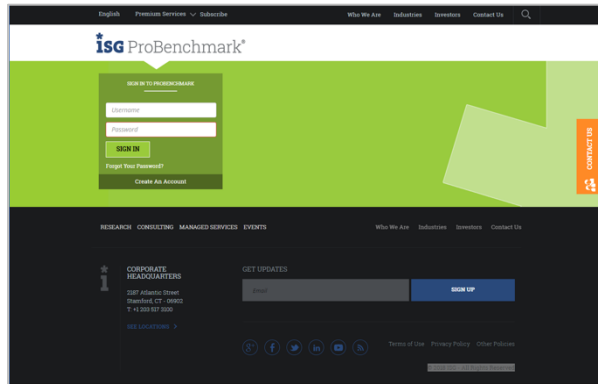
ISG Inform™ KPIs

Key Metrics	CIO Dashboard	Applications	Infrastructure	Digital
Cost Efficiency	IT Spend as a % of Revenue	Cost Per Hour Worked		
	IT Spend Per User	Cost Per Contact	Annual Cost per Volume Supported	Spend per Employee
	Cost Breakdown by Type	Annual Cost per Employee/Contractor	Annual Cost per Employee/Contractor	Spend as % of Revenue and IT Spend
	IT CAPEX vs. IT OPEX	Cost Breakdown by Expenditure Type	Cost Breakdown by Expenditure Type	Cost Breakdown by Expenditure Type
	IT Run vs. IT Change vs. IT Transform	Cost Breakdown by Application Type		
Quality of Service	User Satisfaction Score	On-Time and On-Budget Delivery %	Availability %	
		Release Rate and Automated Testing %	Utilization %	Revenue Growth from Digital Initiatives
		Average Build Time	Provisioning Time	Customer Retention from Digital Initiatives
		Enhancements/Defects Per Application	Recovery Time	Decreased Expenses from Digital Initiatives
		Defect Close Rate and Defects by Severity	Incident Response and Resolution Times	
Staffing Efficiency	IT Employee % of Total Employees	Offshore %	Volume Supported Per FTE	Digital Employee % of Total Employees
	Employee and Contractor Breakdown	Employee and Contractor Breakdown	Employee and Contractor Breakdown	Employee and Contractor Breakdown
	Turnover Rate	Project Allocation	Outsourced %	Outsourced %
Dataset Selections	40 Filters for Industry, Region, and Size	35 Filters for Industry and Region	20 Filters for Region and Size	40 Filters for Industry, Region, and Size
		Development vs. Maintenance	10 Technology Service Areas	

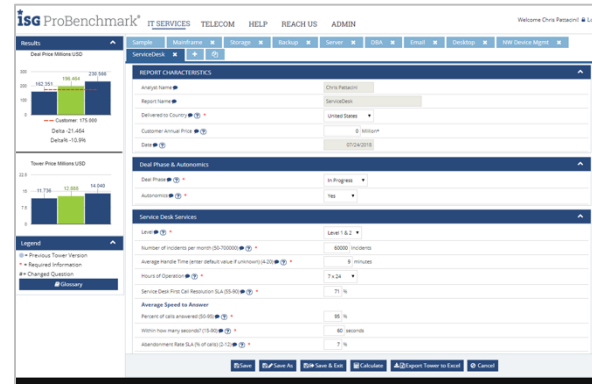
ISG ProBenchmark® Competitive Market Pricing Intelligence

ISG ProBenchmark® has a user-friendly interface that delivers impactful results in minutes.

Online SaaS Portal



Data Entry Tool



Details

- ISG ProBenchmark® calibrates its predictive models using pricing data from ISG led transactions, including newly signed deals, recent benchmark projects and contracts under management.
- ISG ProBenchmark® compares three key market values: the target market price, the market High (highest 10%) and low (lowest 10%).
- Input parameters include scope, volumes, service levels, geography and complexity, ensuring apples to apples comparisons.
- Users can easily run multiple “what if” scenarios to see the effect of changing the parameters/environment on market pricing.
- ISG ProBenchmark® is updated quarterly to ensure market price results are current and accurate.
- Initial configurations are set up by ISGs benchmark experts, to ensure results are apples to apples to the underlying service configuration.

ProBenchmark® Competitive Market Pricing Intelligence

ISG ProBenchmark® is the only patented SaaS benchmark tool in the industry that can deliver accurate market price benchmarks for IT, carrier and Business Services.



Infrastructure Services

- Mainframe
- Servers
- Storage
- Backup
- Cloud
- DBA
- Cyber Security



Application Services

- Development
- Maintenance
- Quality Assurance
- Testing and Support
- SAP



Labour Rates

- Finance & Accounting
- Procurement
- ADM
- Infrastructure



Workplace

- Desktop
- Email
- Service Desk



Network

- Network Device Mgt
- Telecoms MPLS
- Access
- DIA

Details

- Market leading SaaS benchmark tool for price benchmarking contracts.
- Data covers major delivery regions (North America, EMEA, Asia Pacific, and Latin America).
- Database of >3,000,000 data points from over 2,000 tower contracts from last two years.
 - New deals, mid-term, and end of term deals to ensure all price points represented.

Relevant for:

- CIO/CFOs and IT Managers
- Vendor Management and Governance Teams
- IT Finance Executives
- IT Procurement Executives

Using Market Price Intelligence



- 1 Understand whether your contract pricing is market aligned at any point in its lifecycle.
- 2 Provide price level justification to internal stakeholders.
- 3 Track market price movement without an RFP or RFI.
- 4 Perform trend analysis for budget planning and to take early corrective action.
- 5 Help determine timing and strategy for more formal project benchmarks, contract renewal, renegotiation or recompetete.
- 6 Determine price competitiveness for new in-scope services.
- 7 Perform what-if analysis to understand the impacts of service configuration changes (increased volumes, service level changes).

Proactively Learn When your Contract becomes Uncompetitive

Avoid contract value leakage with access to real-time market price intelligence.

1

At-a-glance dashboard visibility to contract price competitiveness against the market.

2

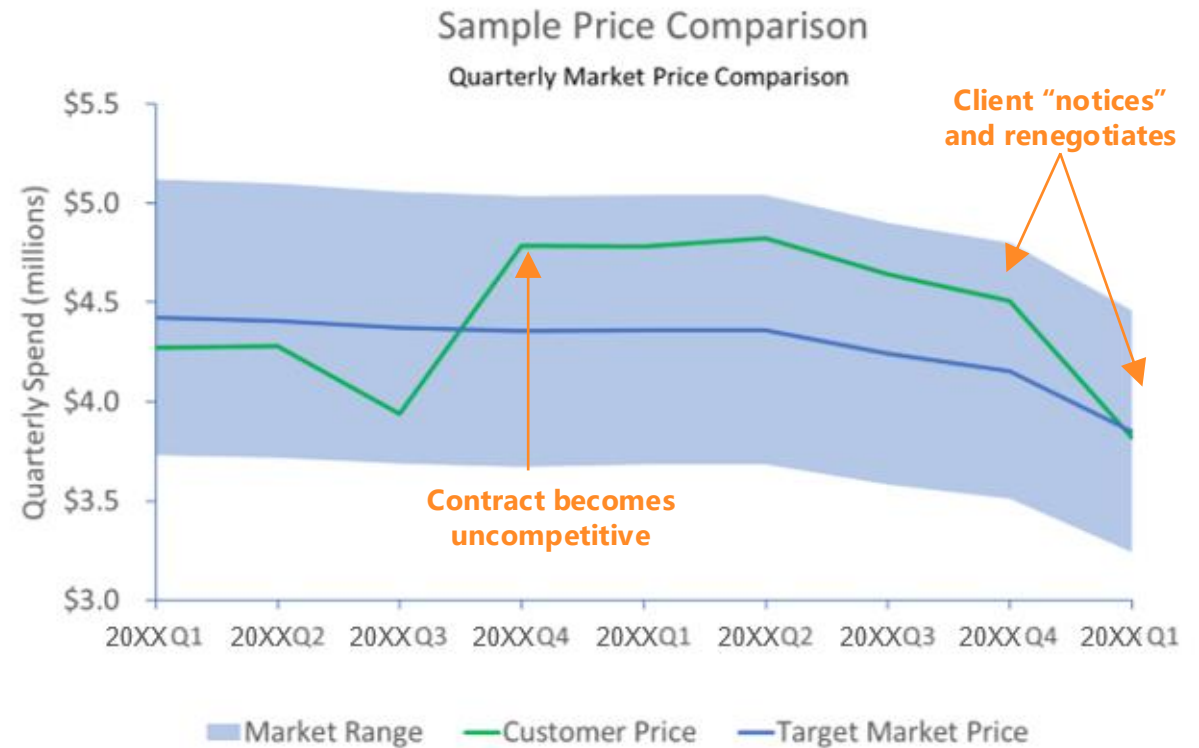
Level the playing field when it comes to price intelligence.

3

Timely, accurate and actionable results.

4

Missed Savings of \$2M over 12 Months



Renegotiating a \$20M (ACV) contract six months earlier could result in an additional \$1M in savings*

*Assumes a 10% savings opportunity



ISG Maturity & Perception Studies

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Digital Transformation Requires a New Set of Metrics

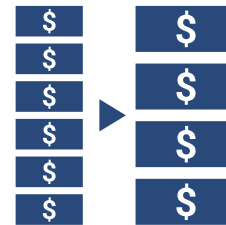
Organizations are struggling to make critical business decisions due to a lack of comparative analytics and visibility into the effectiveness, adoption pace and business impact of their digital programs.

Business Value Realised



Is the organisation recognizing the expected value, and returns from their digital transformation

Digital Investments Across The Business Value Chain



Is the organisation investing in digital at the right levels, and on the right capabilities?

Digital Capabilities @ Scale



Is the organization adopting and scaling the right digital capabilities at the right pace?

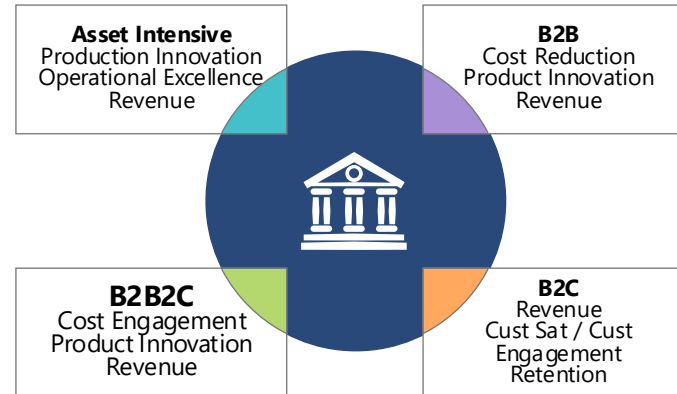
ISG has created a multi-level, pragmatic and actionable measurement and benchmarking model to help Large Enterprises across multiple business models (and industries) to measure and accelerate their digital business transformations - Allowing them to make informed investments and decisions based on impactful analytics.

Our Framework is Robust – Investment & Value Analysis Overview

Unique ID	Short description of the capability	Digital Master	Digital Domain
C09	Analytical / machine learning product & services (i.e. predict...	Business Model Innovation, Smart Technologies	AI, Machine Learning and Deep Neural Networks
C10	Deep Learning based product & services (i.e. computer visi...	Business Model Innovation, Smart Technologies	AI, Machine Learning and Deep Neural Networks
C11	Customer feedback / usage data analytics for product desig...	Business Model Innovation, Business Model Innovation	Customer Centricity and Intimacy
C12	Product and Customer analytics for market segmentation	Business Model Innovation, Business Model Innovation	Customer Centricity and Intimacy
C13	API-based services (i.e. exposure of revenue generating ser...	Business Model Innovation, Digital Operating Model, Digital Ecosy...	Business Ecosystems
C14	Developer kits / Community for extending services (i.e. Publ...	Business Model Innovation, Digital Ecosystems, Digital Operating Mo...	Enabling Delivery Models and Value Streams
C15	Owned Marketplace for extending services (e.g. Sales Appli...	Business Model Innovation, Digital Ecosystems, Digital Ecosystems	Business Ecosystems
C17	Customer Co-created digital product & services	Business Model Innovation, Digital Ecosystems	Business Ecosystems
C18	Performance optimization based on IoT / Paad	Digital Backbone, Digital Operating Model, Digital Operating Model	Enabling Delivery Models and Value Streams
C100	Analytics based product and service idea creation	Business Model Innovation	Enabling Delivery Models and Value Streams
C101	Open ecosystem platforms for product and service develop...	Digital Ecosystems, Digital Ecosystems	Enabling Delivery Models and Value Streams
C102	API based product and service development across internal...	Digital Ecosystems, Digital Ecosystems, Digital Ecosystems	Enabling Delivery Models and Value Streams
C103	Digital idea for internal and external teams	Digital Operating Model, Digital Ecosystems	Enabling Delivery Models and Value Streams
C104	End-to-end visibility on the product & service development...	Digital Operating Model	Enabling Delivery Models and Value Streams
C105	Production control based on Advanced analytics	Business Model Innovation	Enabling Delivery Models and Value Streams
C106	Digital twins based Production / Engineering services	Business Model Innovation, Digital Backbone	Enabling Delivery Models and Value Streams
C107	Optimization of changeovers and product flows across the f...	Smart Technologies	Enabling Delivery Models and Value Streams
C108	Production planning automation and simulation	Business Model Innovation, Digital Backbone	Enabling Delivery Models and Value Streams

Capability Model

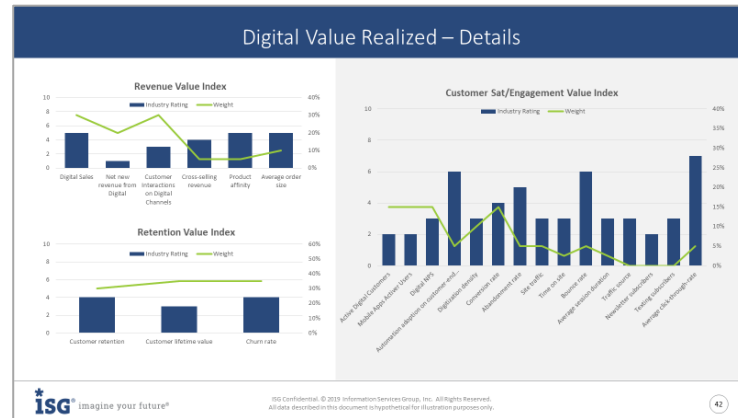
Robust Investment Model Business Model-based Value Index



Investment and Value Metrics aligned to specific Business Model use-cases (Business Strategies)

Metric	Retention		Revenue		Customer Sat/ Customer Engagement	
	Industry Rating	Weight	Industry Rating	Weight	Industry Rating	Weight
	Weighted Avg		Weighted Avg		Weighted Avg	
Active Digital Customers	68	15%	10.2	0.20	1.20	
Mobile Apps Active Users	70	15%	10.5	0.90	1.05	
Digital NPS	55	15%	8.25	0.20	1.50	
Automation adoption on customer-end processes	45	5%	2.25	0.25	1.40	
Digitization density	78	10%	7.8			
Conversion rate	67	15%	10.05			
Abandonment rate	50	5%	2.5			
Site traffic	86	5%	4.3			
Time on site	55	2.5%	1.38			
Bounce rate	55	5%	2.75			
Average session duration	32	2.5%	0.8			
Traffic source	78	0%	0			
Newsletter subscribers	78	0%	0			
Texting subscribers	98	0%	0			
Average click-through-rate	50	5%	2.5			
Weighted Score	63					

Each use case measured against an industry index



Benchmarked with selected peer group

Overall Digital Value Score		
Metric	Weighted Rating	Weight
Revenue	71	20%
Customer Sat / Customer Engagement	69	50%
Retention	73	30%
Weighted Score	70.6	

Aggregated to determine the overall Investment and Value Index rating

ISG's Digital Measurement Methodology

ILLUSTRATIVE

Triangulation between Capabilities, Investment Levels and Business Value Realised

Golden Bag's Overall Score: 26 (Experimental)

Investment: 21 (Early Stage Experimental)

- Is the organisation investing in Digital at the right levels, and on the right capabilities?

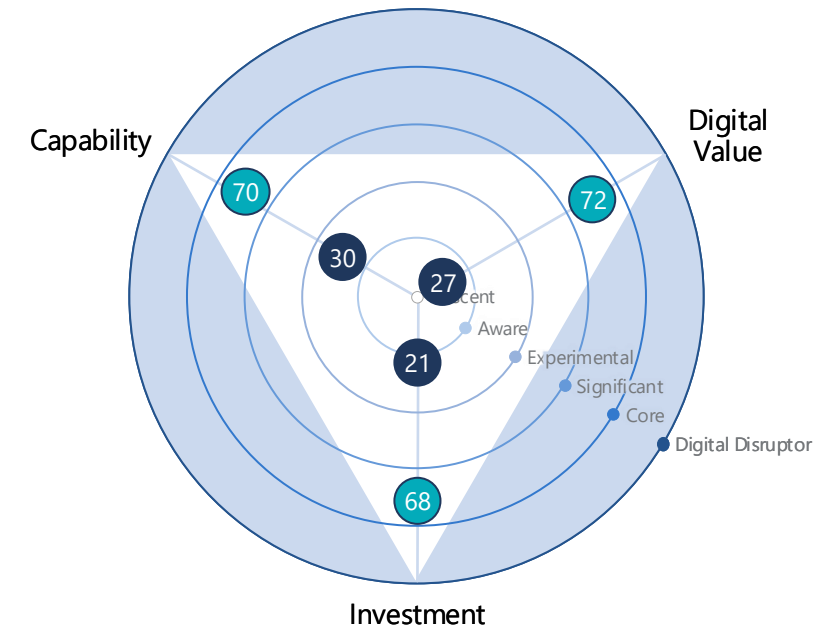
Capability: 30 (Mid-Scale Experimental)

- Is the organisation adopting and scaling the right digital capabilities at the right pace?

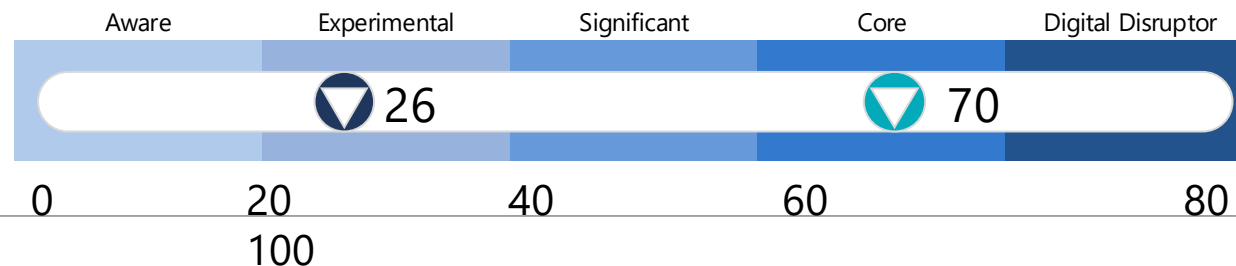
Digital Value: 27 (Early Stage Experimental)

- Is the organisation recognising the expected value, and returns from their digital investments?

ISG Digital Value Assessment™



Golden Bag's ISG Digital Value Assessment™ Score



- Golden Bag score
- Industry Digital Adoption Index

ISG Maturity and Capability Studies Each Deliver Value

Maturity Studies

- Maturity Studies use a standard 0-5 scale to identify the maturity of an organisation's function – any function can be assessed
- Delivered by ISG consultant evaluation and examination of evidence, or if delivered in a team workshop setting with rigorous adherence to Absolute Standards
- Deep assessment combined interviews and objective evidence
- Delivered using existing or created questions scored with ISG's Judgement methodology
- Delivers Maturity Assessment Score plus observations

Perception Studies

- Perception Studies use a 0-100 scale to identify the client's feelings & intuitions about their capability and values
- Delivered using an online survey instrument which can typically be completed in 15 minutes or less
- Assesses respondents anonymously by stakeholder group – can be supplemented with interviews
- Delivered using existing or created questions scored with ISG's Perception methodology
- Delivers Capability Score which includes respondent values and aspirational state

The Study Methodology is Different

Maturity Studies

Scale

- Maturity Studies are based on a scale of 0-5, where 3 is acceptable performance and 5 is sustained performance over time, with the score delivered by the ISG assessor
- Scale is assured consistent using a table of Absolute Standards of Maturity – to ensure that the score is consistent with actual performance

Delivery Approach

- Delivered by a consultant through interviews, examination of evidence and workshops

Perception Studies

Scale

- Responses from stakeholders are scored on a five-point bipolar Likert scale, and factored to 0-100
- Two scale responses are used per question statement – one relates to performance, the other to importance, which identifies current capability as well as aspirational state

Delivery Approach

- Delivered by using online survey instrument which can be standard or customised, may be supplemented by targeted interviews

We Have Many Existing Studies of Both Types

Maturity Studies

Judgement study name
ADM DevOps
Org Change Management
Cloud Contract Assessment
Demand Management
EUC
Global Delivery Center
Governance
Infrastructure Ops
IT Capability Assessment
Plan, Build, Run Maturity
Security
SIAM Rapid Readiness
SIAM-ITIL
Solution Maturity
Technology Maturity
TOGAF
Value for Money

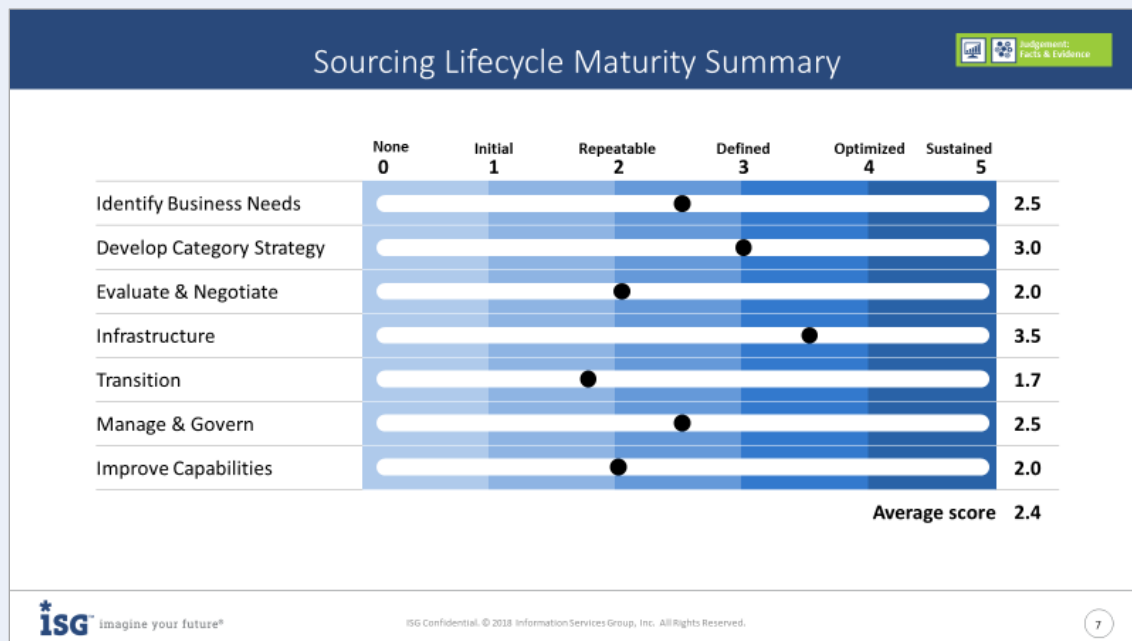
Perception Studies

Perception study name
Change readiness
Data Center
Digital Maturity
Digital Vendor Management
Enterprise Agility Readiness
Finance decision-making
PMO
Provider sales effectiveness
RPA study
SIAM readiness
Sourcing Readiness
TBM
Transition Readiness
VMO Temperature
Organization Readiness

We can quickly create a new study with either approach on any functional topic

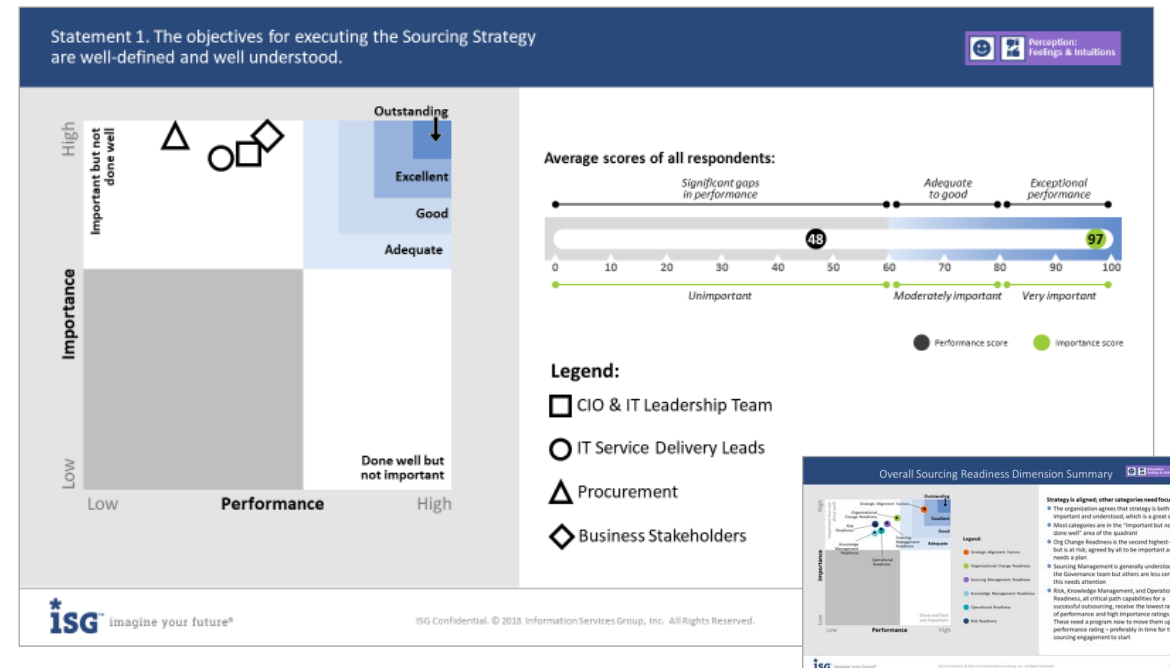
ISG Deliverables Are Instantly Understandable

Maturity Studies



- Rating on 0-5 Maturity Scale, may be supplemented with additional commentary as needed
- Rating is by maturity area
- Identifies maturity areas in need of focus

Perception Studies



- Visual rating of each statement on Performance and Importance quadrant, allowing immediate visibility of stakeholder perception and values
- Rating by stakeholder by question, stakeholders aggregated by question and by category aggregation
- Pinpoints areas for focus current capability



ISG Workforce Experience Assessment

isg-one.com

What Is a Workforce Experience Assessment?

Workforce Experience Assessment

This offering **evaluates the relationship the workforce has with the services they consume offered by the client** such as service desk, remote work, security, procurement, finance, HR, and other services to identify and prioritise areas for improvement with real insight from the voice of the workforce.

1. Interviews and surveys on current offerings and satisfaction
2. Benchmarking against similar services at other organisations
3. Real recommendations for improvement
4. Significant data leading up to contract renewal considerations
5. Help in combatting the Great Resignation

Workforce Experience Assessment: Key Features

ISG offers an objective and proven approach to understanding the health of client-provider relationships and workforce experience.



Standardised quantitative questions that diagnose common problems



Recommendations from ISG on best practices derived from broader industry experience



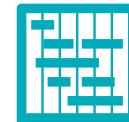
Thematic analysis of qualitative feedback, including pain points and change needs



Targeted focus on how to address challenges



Baseline of performance to help measure impact of OCM activities and operational improvements



Identification of next steps prioritised to drive improvements and position relationships for success

How does the Workforce Experience Assessment Work?

Online Survey

***ISG**

Thinking about your workplace technology experience, how satisfied are you with:

	Very dissatisfied	Dissatisfied	Neither dissatisfied nor satisfied	Satisfied	Very satisfied	NA
The suitability of workplace technology tools						
Working from any device						
Working from any location						
Printing from any location						
Collaborating with your colleagues						
The performance of workplace technology						
Understanding which tools to use for which purpose						

What could be done to improve your workplace technology experience?

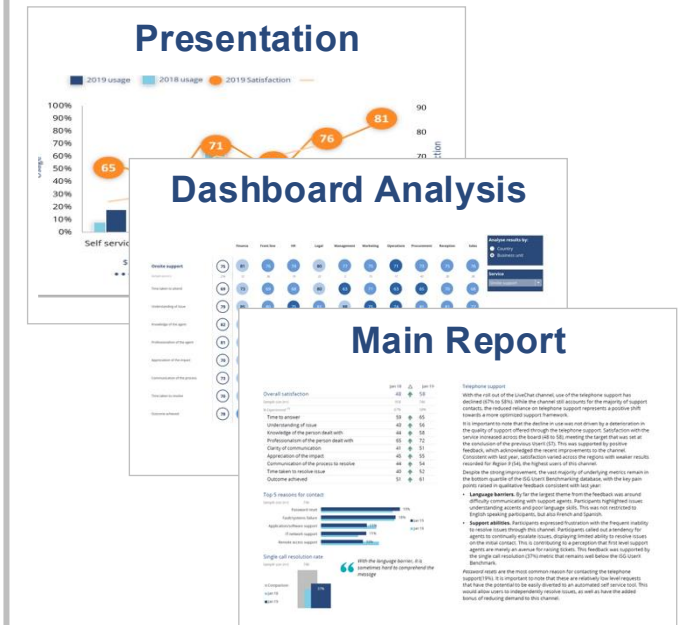
Back Next

85% quantitative
15% qualitative
~8 minutes to complete

Statistically Robust Cross-section of Employees



Data → Insights → Recommendations



What Are the Outcomes?

Here are some of the benefits of this type of assessment:

- ✓ The ISG Workforce Experience Assessment aligns Shared Services and provider(s) towards a common goal of improving employee productivity, morale and workplace satisfaction.
- ✓ The ISG Workforce Experience Assessment diagnoses misalignment between contracted service levels and user expectations.
- ✓ The ISG Workforce Experience Assessment provides empirical data to demonstrate the success of change initiatives.
- ✓ The ISG Workforce Experience Assessment maximises return on technology investments by providing insight on user preferences and pain points, allowing for fast remediation.



About ISG

isg-one.com

ISG is the partner to help you: answer the critical questions, find the right providers, get the most out of your digital transformation and navigate major industry-defining trends.

ISG is a global technology research and advisory firm.

1,300 employees

In more than 20 countries

800+ clients

Including 75 of the world's top 100 enterprises

We are technology advisors and researchers **who help your enterprise:**



Determine a future vision.

Evaluate, establish and prioritize your most critical long-term business objectives.



Find the right partners.

Source, evaluate and help you get the most from technology service providers, without conflict or compromise.



Lead rapid change.

Redesign your operating model, using technology to drive faster and positive change across your organization.



Realize value at scale.

Provide data and tools to optimize cost, governance organizational change, vendor management, and more.

What matters most to your business?

Our advisory is focused on it.



Automation

Leverage robotic process and cognitive automation technologies.



Cognitive and Analytics

Accumulate data capital and monetize it effectively.



Digital Engineering

Move into a differentiated position in a secured, intelligent and connected economy.



Networks

Create an optimal, right-fit network services strategy that adds significant value to your business.



Sourcing

Find the right partners and make the best deals.



Benchmarking

Track and meet your cost, performance and quality objectives.



Cost Optimization

Drive greater value for your enterprise and get the most efficient and effective business operations and technology.



Future of Work

Integrate the best of digital, physical and human solutions.



Organizational Change Management

Empower your people to realize benefits faster and increase productivity through technology usage.



Cloud Advisory

From strategy to implementation to managed services, we help you to define your Cloud journey.



Business Operations

Transform general and administrative processes to deliver new efficiencies and unleash superior business value.



Cybersecurity

Transform your existing information security into an agile and vigilant operation to protect your enterprise.



HR Technology and Transformation

Engage the workforce of tomorrow and deliver value to the business in a new way.



Software

Optimize your strategic software suppliers and ecosystems.



Technology Modernization

Architect your organization's infrastructure and applications for success.

Our data-driven research can help ground your buying decisions in objective and balanced evaluations.

Access the authoritative source
for the latest data and trends
in the global IT and business
services industry with

ISG Index™

Track, compare and benchmark
cost, quality and productivity
across all functional areas of
business and IT with

ISG ProBenchmark®

Monitor, understand and improve
your partner relationships with

**ISG Experience
Assessment Center**

Gain intelligence and insight
on technology providers with

ISG Provider Lens™

Fuel your learning
and networking with

ISG Events™



Our SaaS platforms help you

benchmark your entire IT landscape,
drive operational excellence,
govern your third-party relationships
and make strategic decisions.

ISG GovernX®

turns your third-party risk management complexity into clarity.

ISG ProBenchmark®

provides IT price benchmarking to ensure your outsourcing contract is price competitive.

ISG Inform™

is the only IT benchmarking solution that goes beyond cost and combines service quality and personnel productivity to provide a complete picture of your IT landscape.

ISG Executive Insights™

is an integrated data analytics platform that addresses the challenges of supplier proliferation and enables you to gather real-time insights to make strategic decisions.

But what really sets us apart?

Our data put us in a league of our own. It's data from:

\$475

billion in sourcing deals

29,500

total engagements

**This results in insights,
perspective and
experience
that no one else can deliver**



Thank You

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ISG (Information Services Group) (Nasdaq: IHI) is a leading global technology research and advisory firm. A trusted business partner to more than 800 clients, including more than 75 of the world's top 100 enterprises, ISG is committed to helping corporations, public sector organizations, and service and technology providers achieve operational excellence and faster growth. The firm specializes in digital transformation services, including automation, cloud and data analytics; sourcing advisory; managed governance and risk services; network carrier services; strategy and operations design; change management; market intelligence and technology research and analysis. Founded in 2006, and based in Stamford, Conn., ISG employs more than 1,300 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 www.isg-one.com.