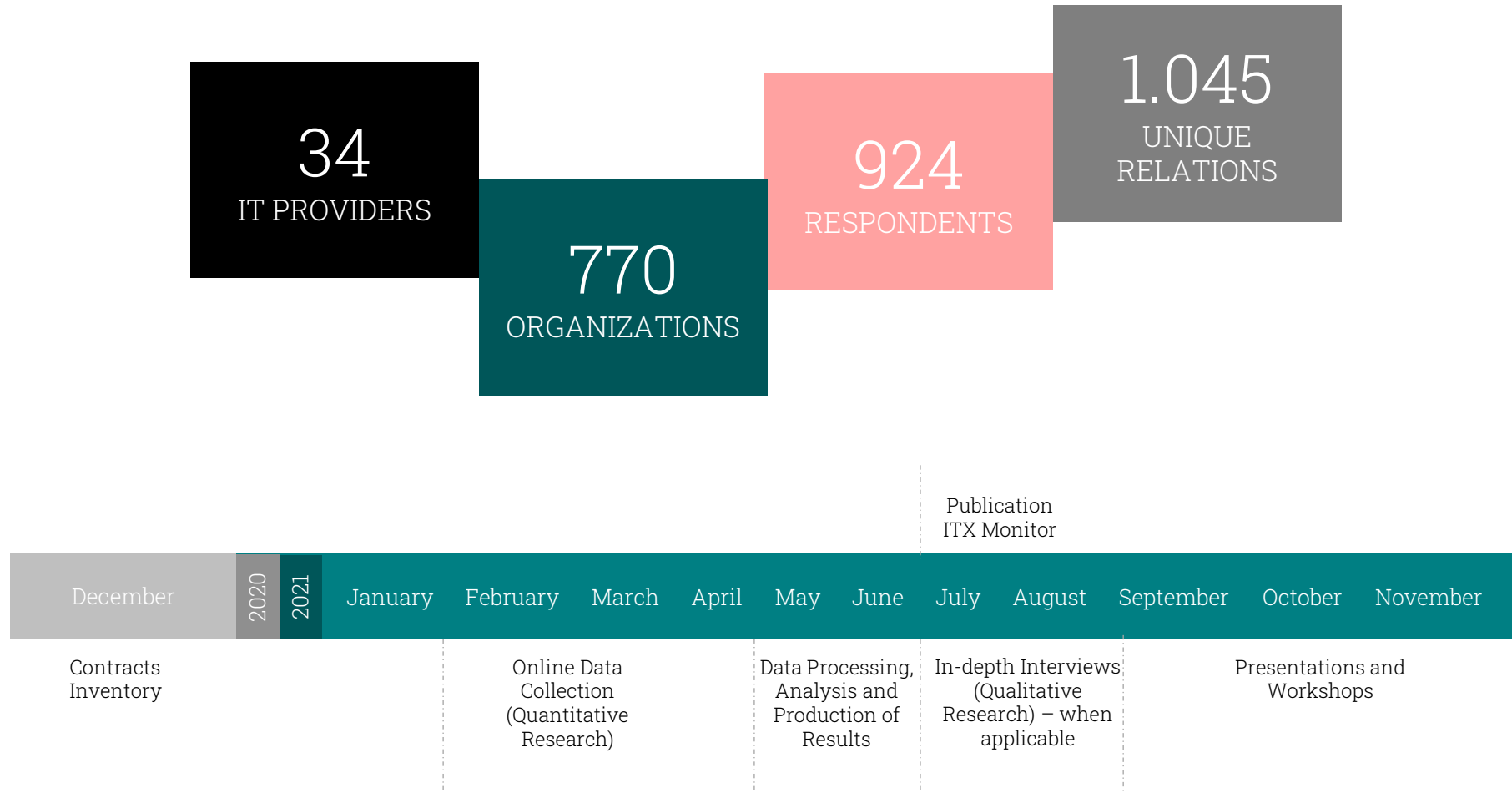


Giarte - IT Xperience Monitor 2021 Feedback - BPSOLUTIONS



GIARTE Master the art of a
perfect IT experience

Research Approach: Figures and Timeline IT Xperience Monitor



Research Approach: IT Providers in the ITX Monitor

All IT Providers		
Accenture	ilionx	Sentia
Atos	Intermax	SLTN
Avantage	Interxion	Sogeti
Axians	Korton	Solvinity
<u>BPSOLUTIONS</u>	KPN	Telindus
Capgemini	Levi9	T-Systems
Cegeka	NEH Group	Valid
Conclusion	NetRom	Wortell
Detron	OGD	
DXC Technology	Open Line	
Endava	Proact	
Fujitsu	Proserve	
Ictivity	Schuberg Philis	

Research Design: Roles and Services BPSOLUTIONS

Role:

✓	Managed Services
X	Software Services
○	Data Intelligence
X	Business Technology
X	Interconnected Infrastructure



Services within Managed Services:

✓	Technical Application Management
X	Workplace Support
X	Workplace Management
✓	Managed Infrastructure
○	System Integration
○	Security Management

The role and/or service is applicable for BPSOLUTIONS:

- Yes (sufficient evaluations received for calculating a Satisfaction Score)
- Yes (insufficient evaluations received)
- Not applicable

Facts & Figures: BPSOLUTIONS

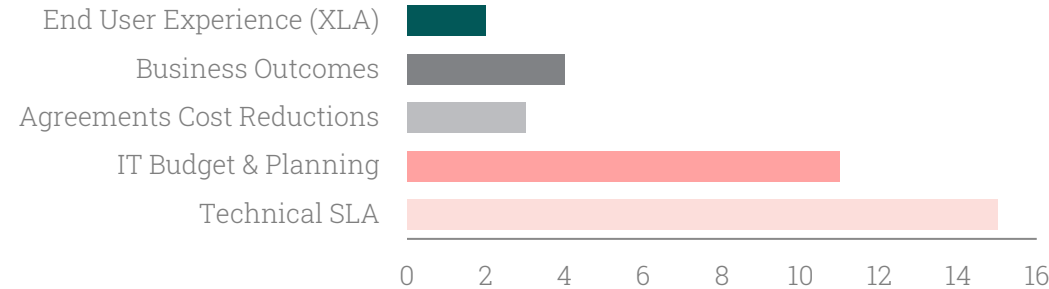
Overview of Contract Values of BPSOLUTIONS in Euros

<50K	13%
50K-100K	6%
100K-250K	19%
250K-500K	13%
500K-1M	31%
1M-2M	6%
2M-5M	0%
5M-10M	0%
>10M	0%
Not Shared	13%

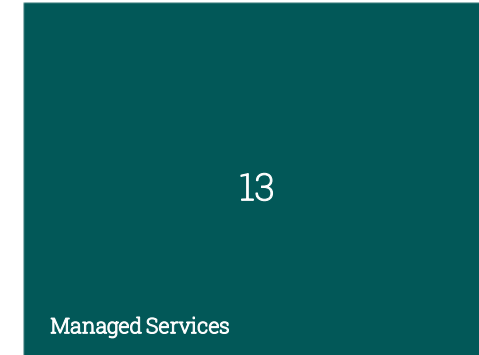
16
Evaluations

1
Years in the Study

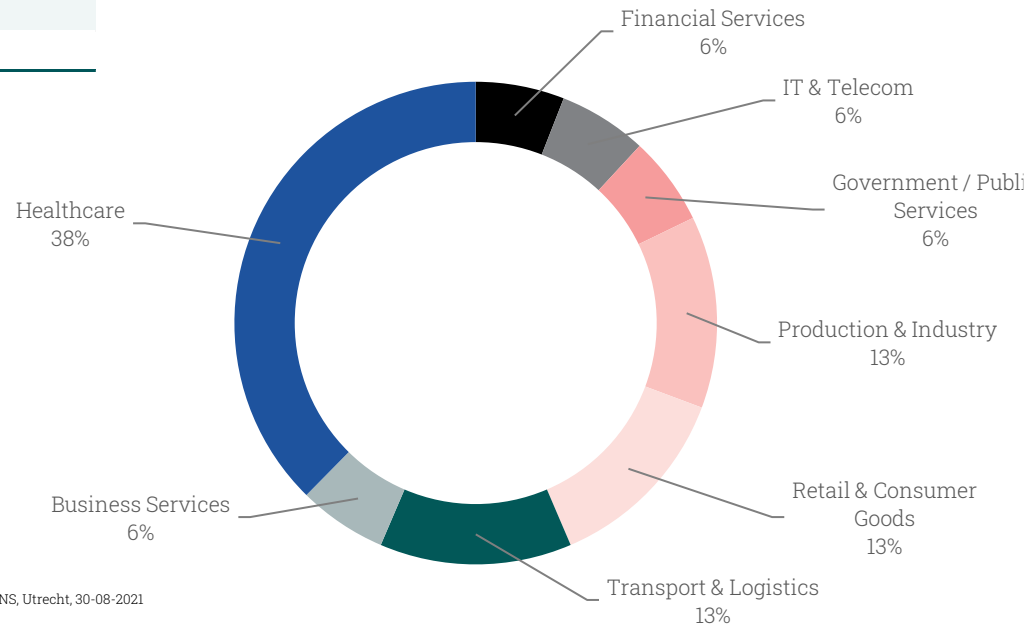
IT Provider Performance Measurement



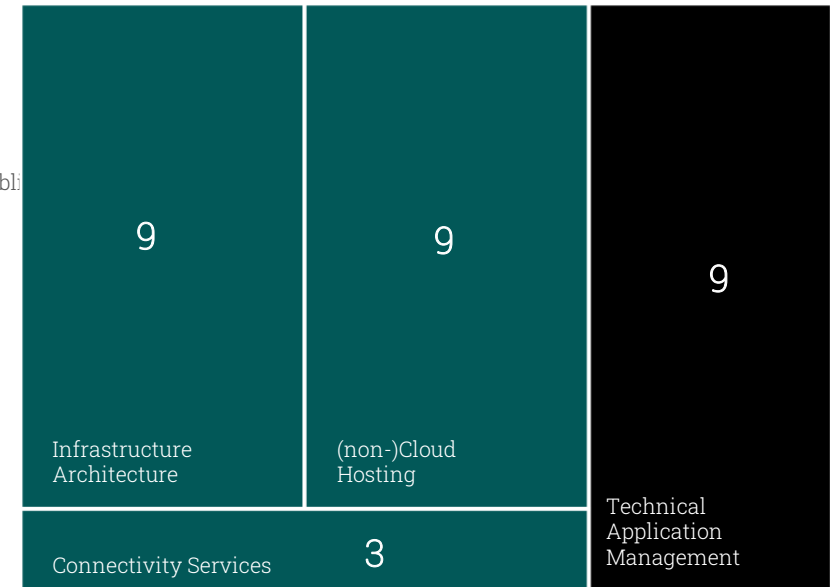
Roles



Breakdown by Sector



Services within Managed Services



Ranks

1st

for Satisfaction with
Technical Application
Management and Managed
Infrastructure

Has

100% Fans

(compared to the 73%
market average)

Has reached the

**Highest
Score**

on Customer Delight

Has achieved a

**Top
Commercial
Position**

What customers about BPSOLUTIONS

Meedenkend Vermogen

“Ze zijn een echte partner. Meedenkend met de klant voor de juiste oplossing.”

“De BPSOLUTIONS medewerkers kenmerken zich allemaal door deskundigheid en een groot vermogen om mee te denken met de klant. De samenwerking verloopt erg vriendelijk en gelijkwaardig.”

“BPSOLUTIONS heeft verstand van zaken en ze denken goed met je mee als klant.”

“Deskundige medewerkers die meedenken met de klantbehoefte.”

“Verstand van zaken, behulpzaam, ontzorgend, meedenkend.”

Deskundigheid en Transparantie

“Open en enthousiaste club mensen met veel kennis.”

“Ze hebben de kennis en kunde die we zoeken.”

“Prima advisering over mogelijke oplossingsrichting(en) voorafgaand aan project, zeer kundige mensen.”

Transparant, eerlijk en kundig.”

“De transparante werkwijze en directe communicatie op alle niveaus door de organisatie heen.”

Betrouwbaarheid

“Betrouwbare, loyale partner.”

“Eindelijk een serviceprovider die zich aan zijn woord houdt en afspraken nakomt.”

Attitude: What Attitude Does BPSOLUTIONS Show in the Collaboration?

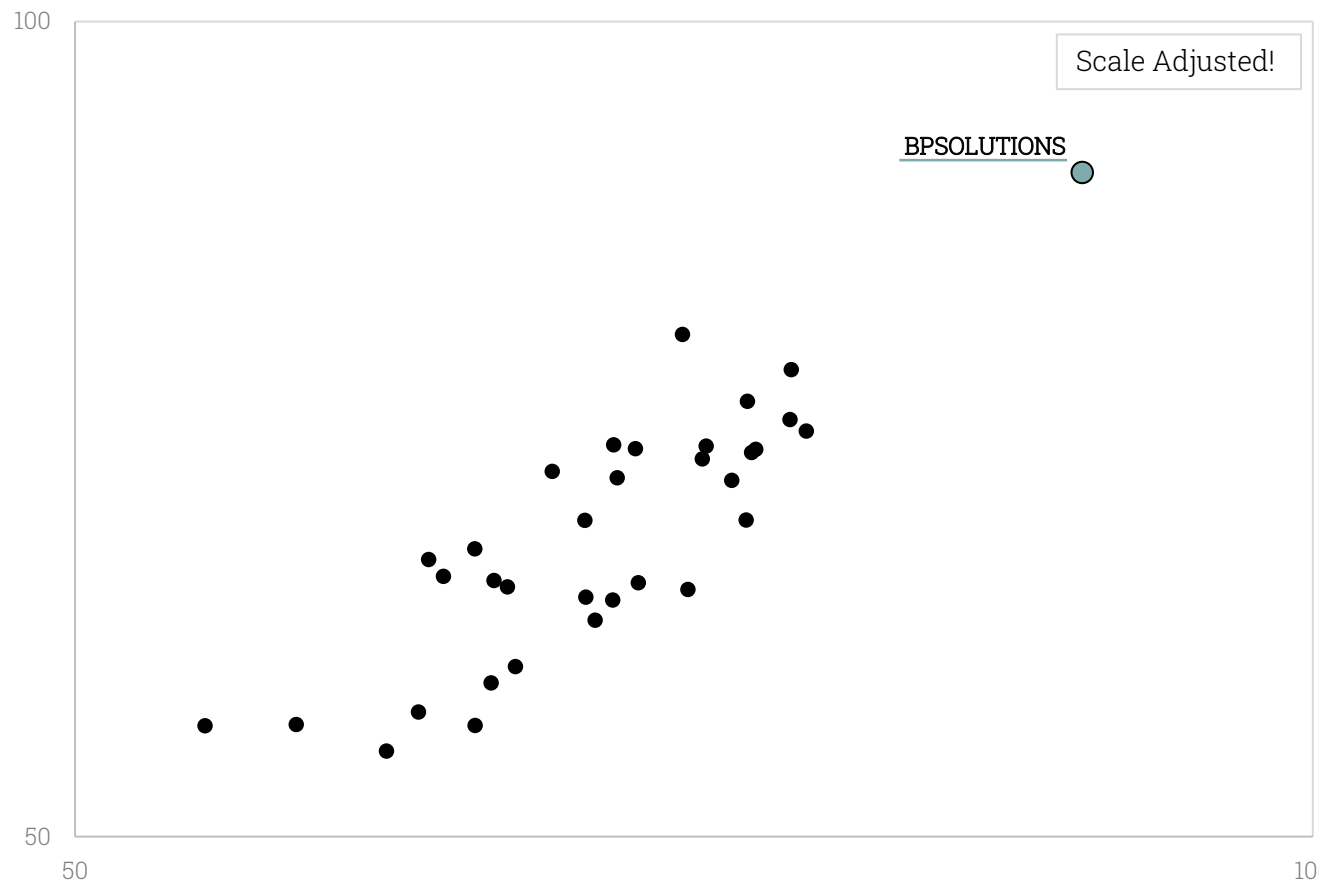


Attitude: What Attitude Does BPSOLUTIONS Show in the Collaboration?



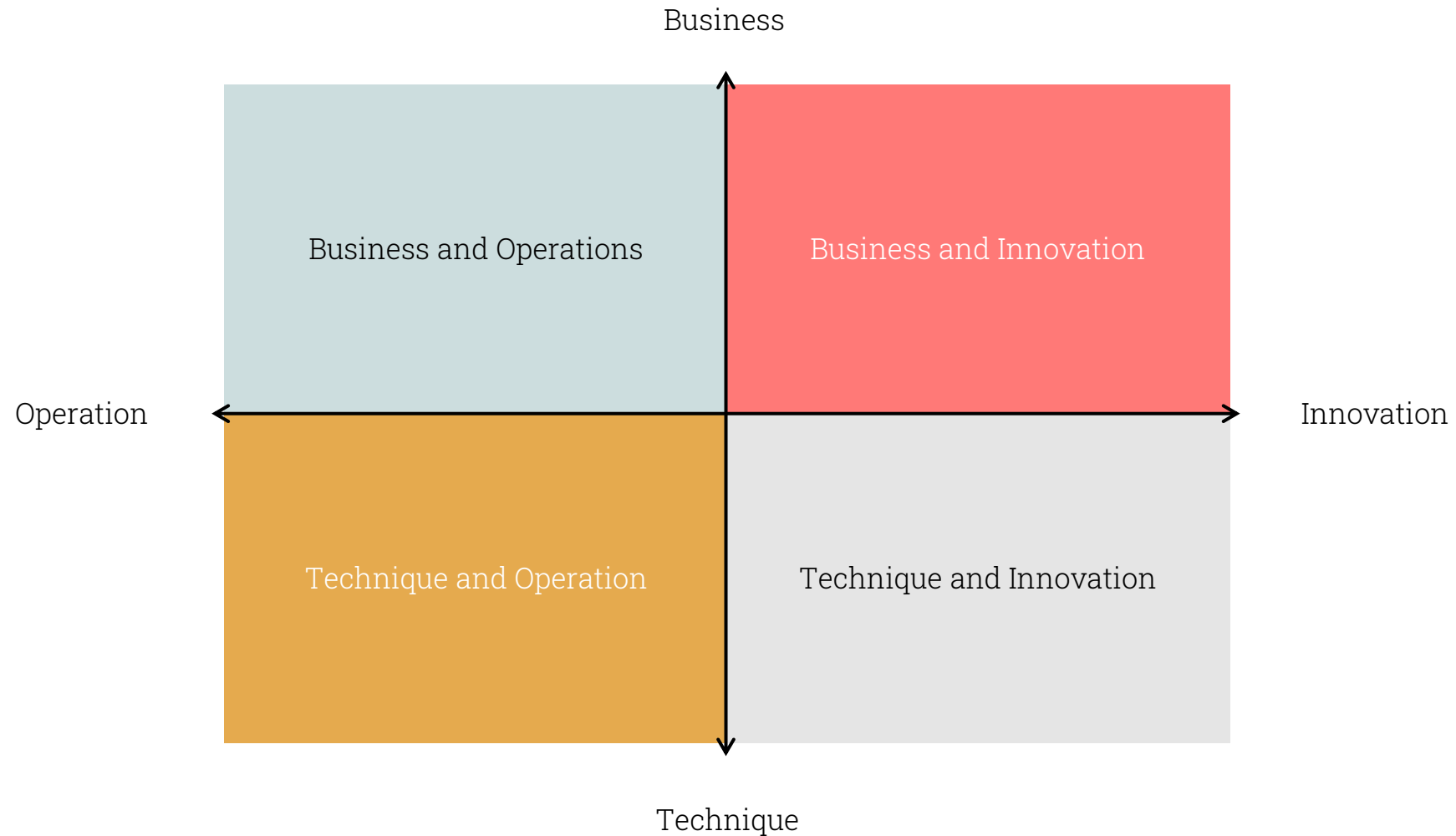
Attitude: What Attitude Does BPSOLUTIONS Show in the Collaboration?

We will make it happen!

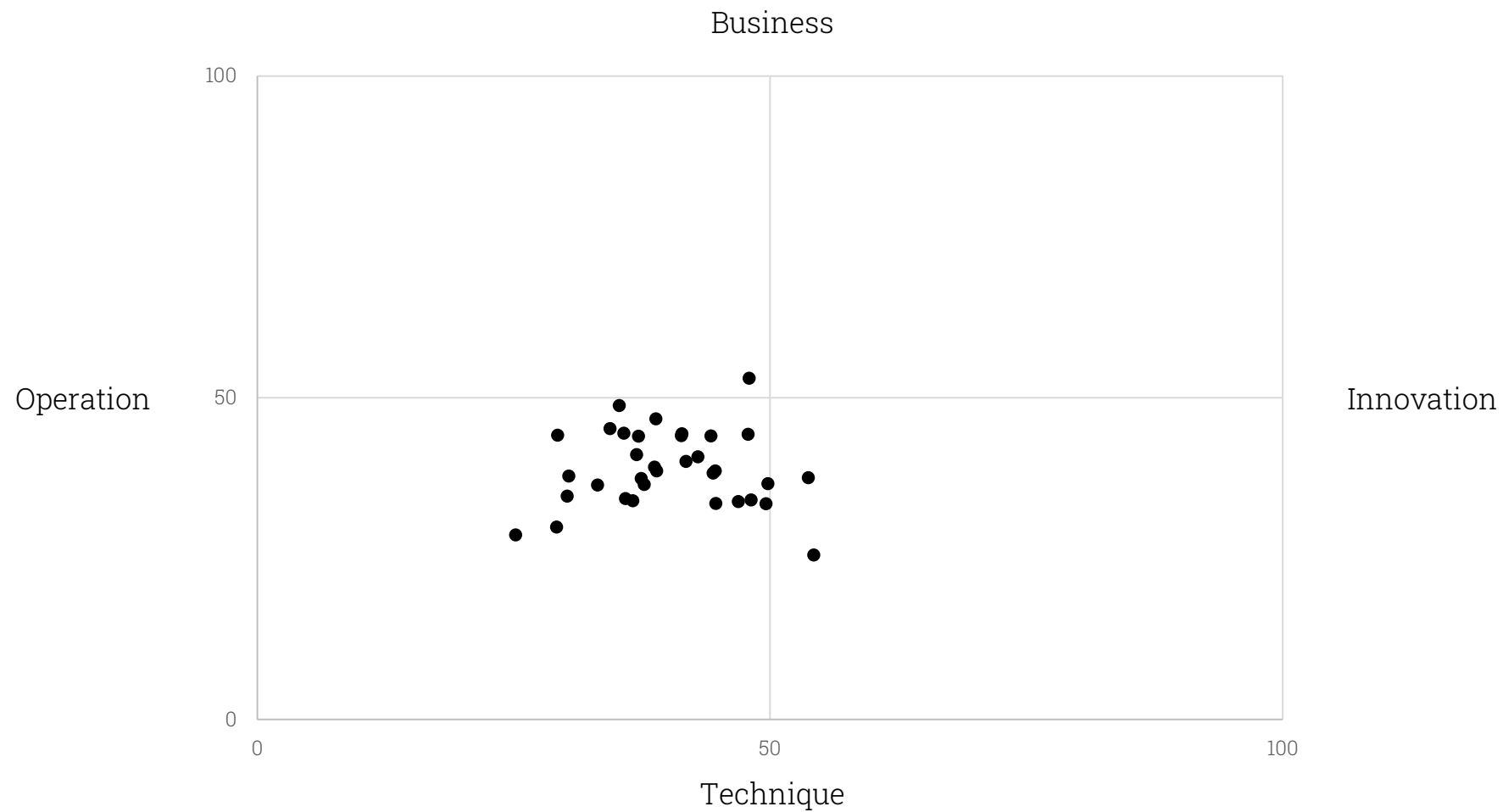


Two heads are better than one!

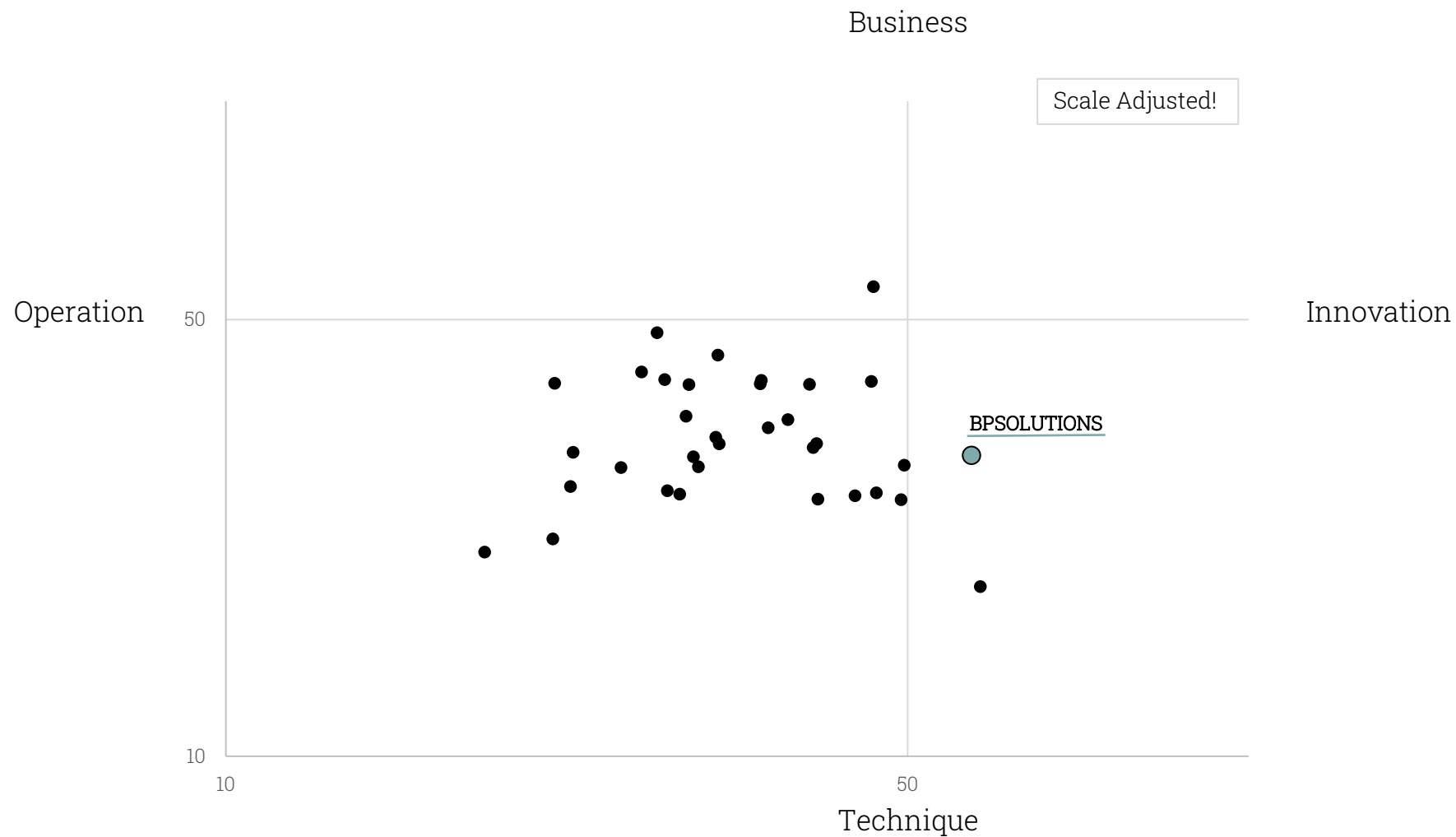
Focus: What is the **Current** Focus of BPSOLUTIONS?



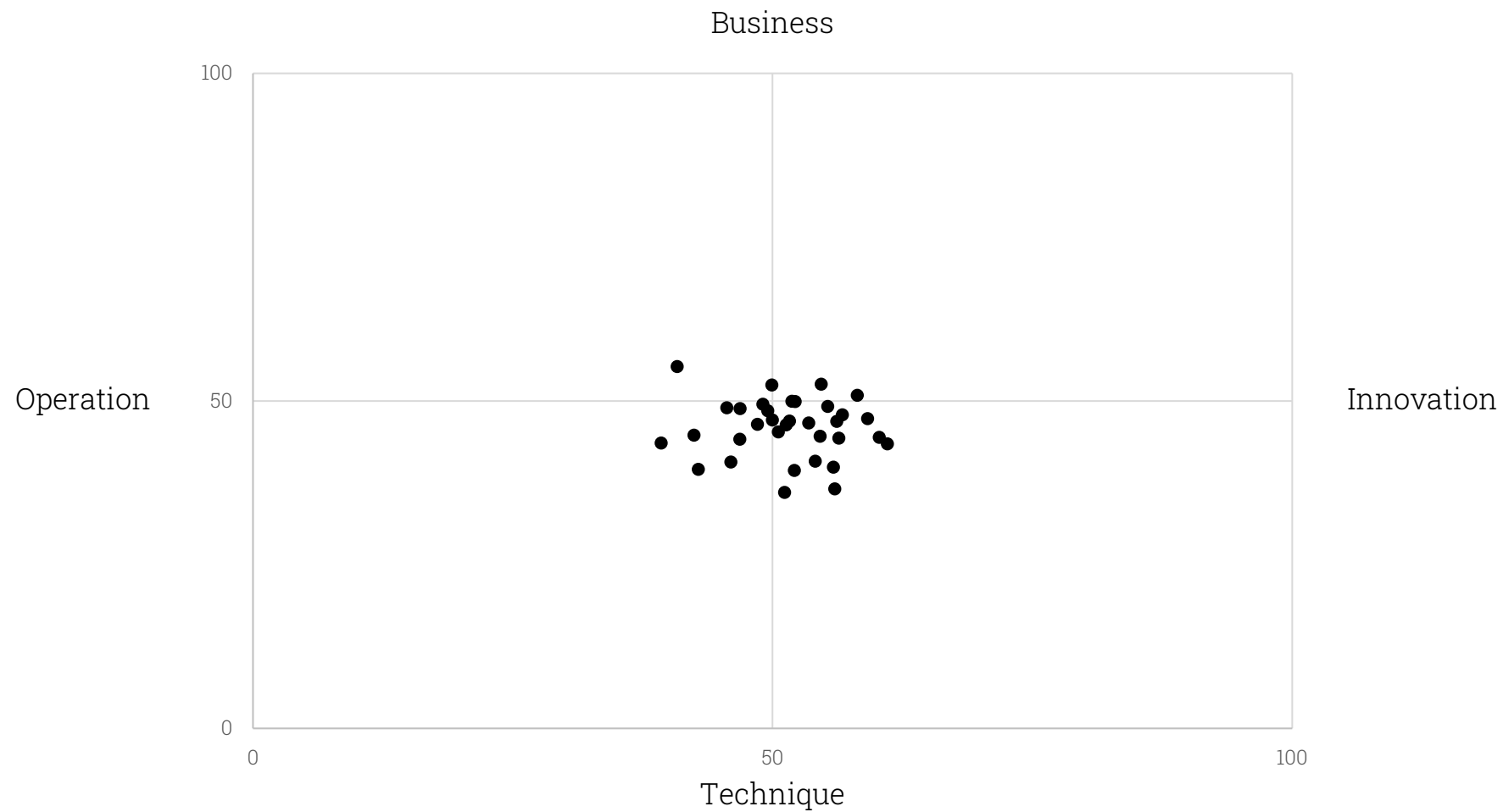
Focus: What is the **Current** Focus of BPSOLUTIONS?



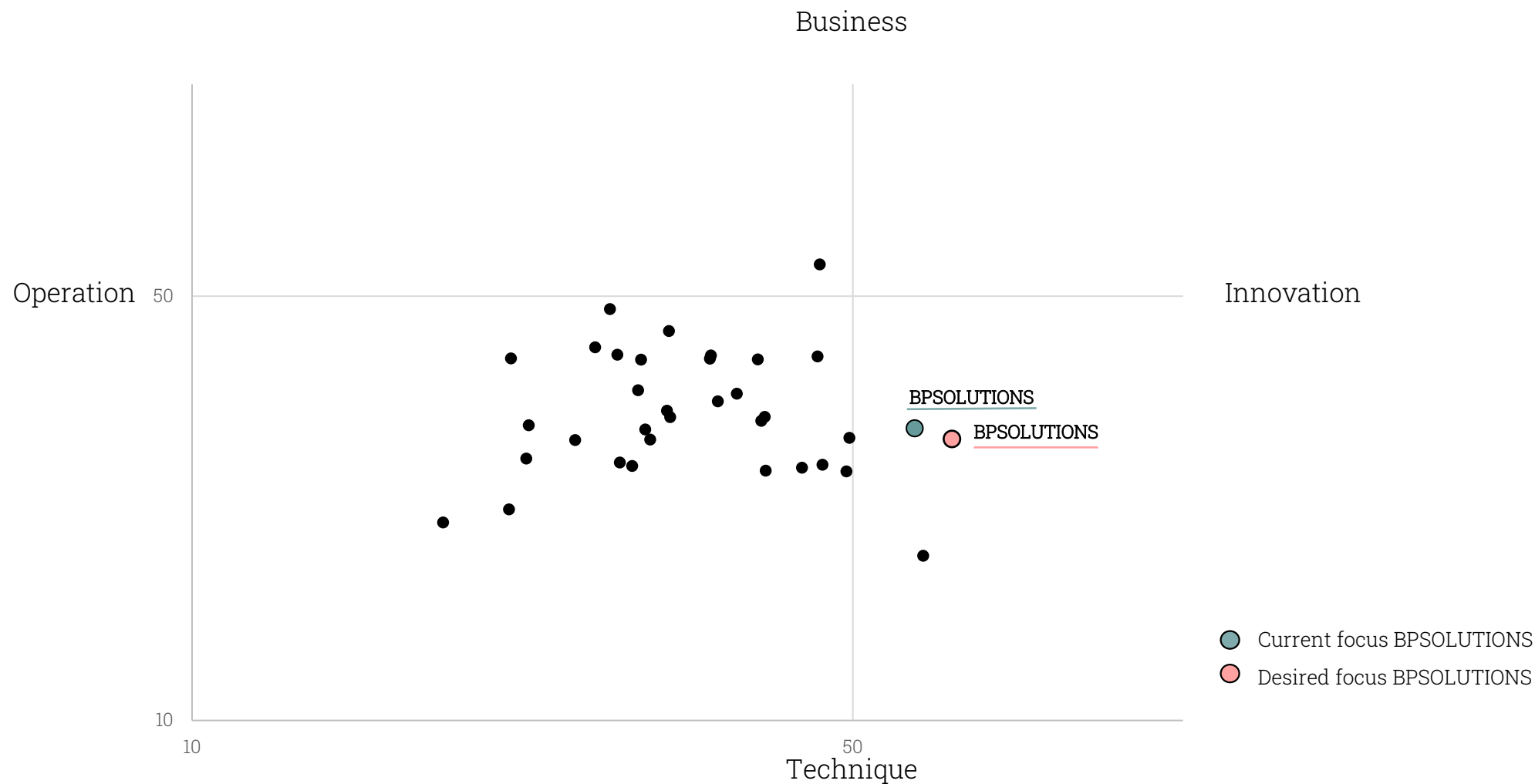
Focus: What is the Current Focus of BPSOLUTIONS?



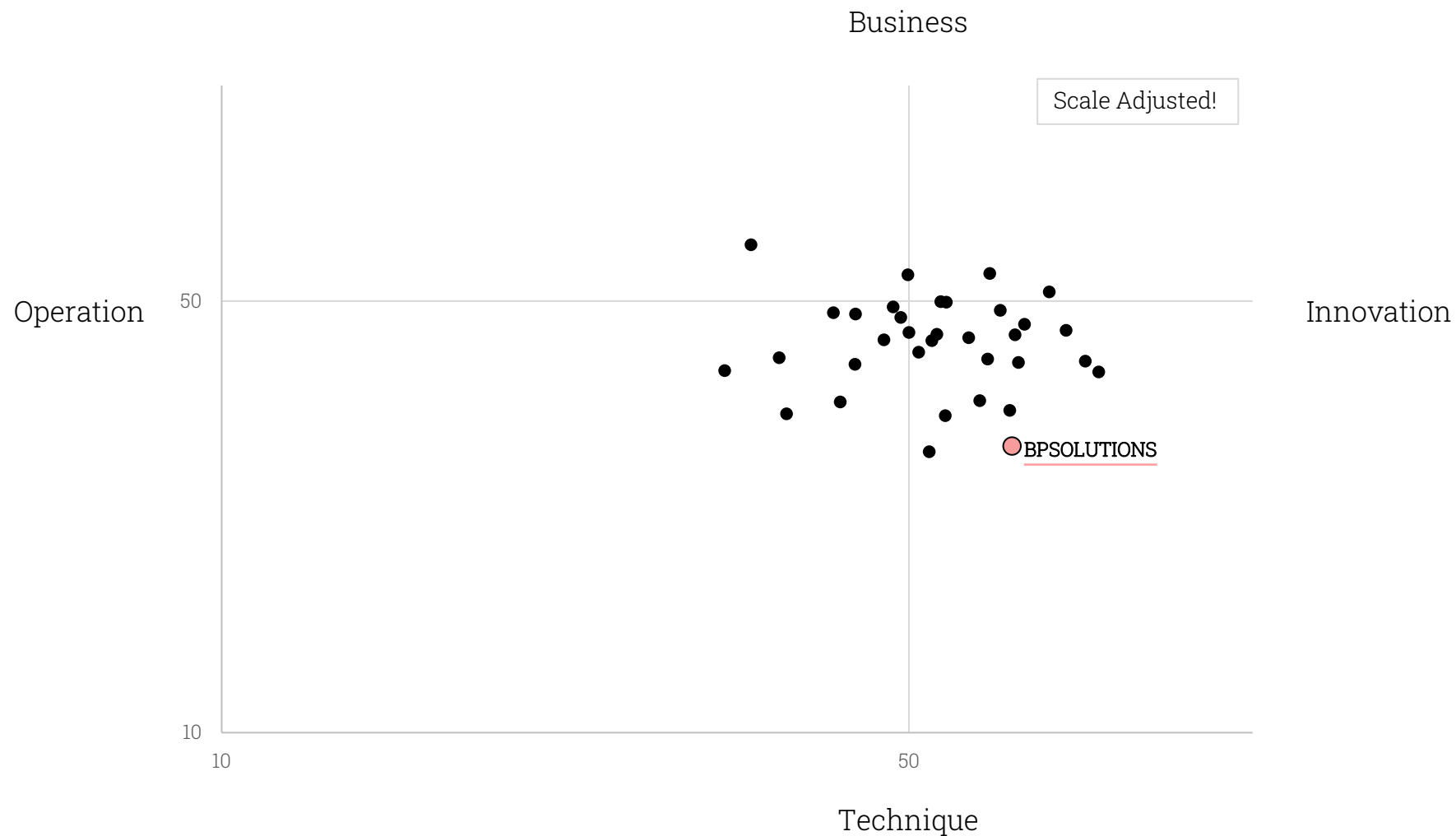
Focus: What is the **Desired** Focus of BPSOLUTIONS?



Focus: What is the Current and Desired Focus of BPSOLUTIONS?



Focus: What is the **Desired** Focus of BPSOLUTIONS?



Which are the Key Attention Points for BPSOLUTIONS?

Meer Gericht op het Continu Verbeteren

“Gegeven de nasleep en verbeteracties van een calamiteit die de bedrijfsvoering van onze organisatie heeft geraakt, had dit nog iets beter aangepakt kunnen worden.”

“Verbeteren op managed security, security-kennis en resources.”

Betere Communicatie en Strategische Planning

“De communicatie mag proactiever worden zodat we beter op de hoogte worden gehouden van openstaande meldingen, vragen en verzoeken.”

“Meer tijd steken in het strategisch plannen en in de gezamenlijke ontwikkeling van proposities die aansluiten bij markt/klantvraag.”

IT Xperience Model 2021

GIARTE

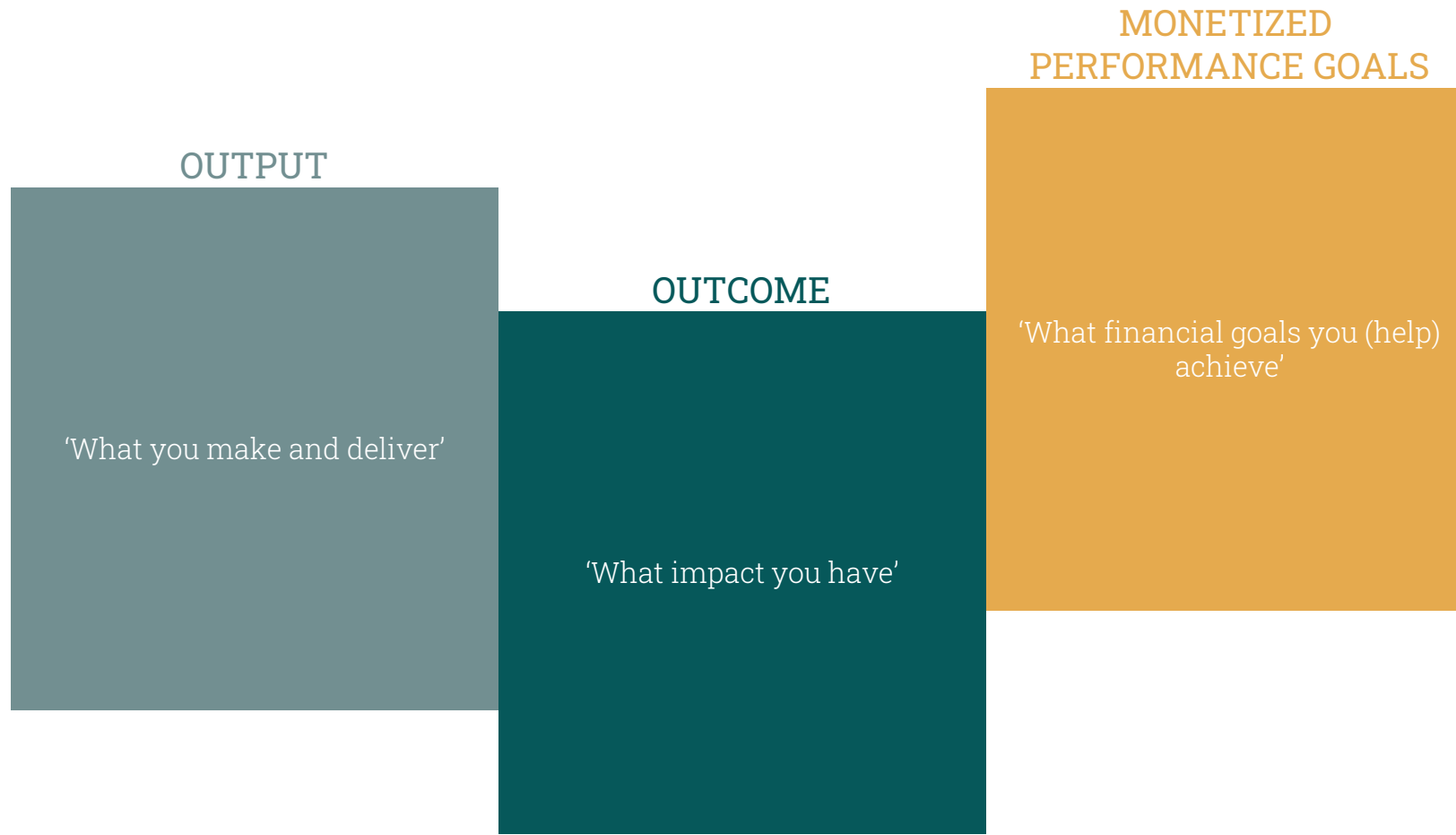


OUTPUT

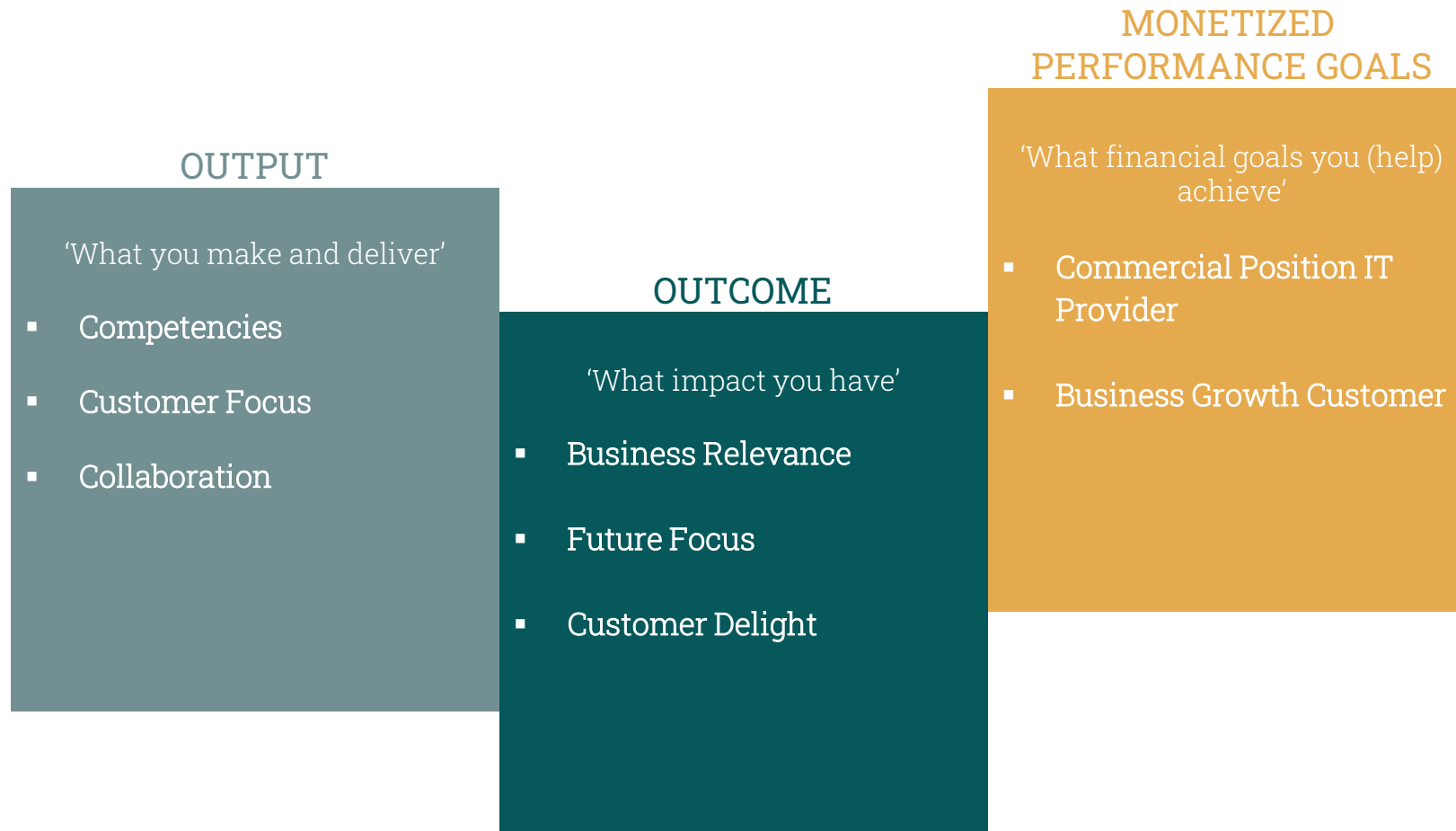
OUTCOME

**MONETIZED
PERFORMANCE
GOALS**

IT Xperience Model 2021



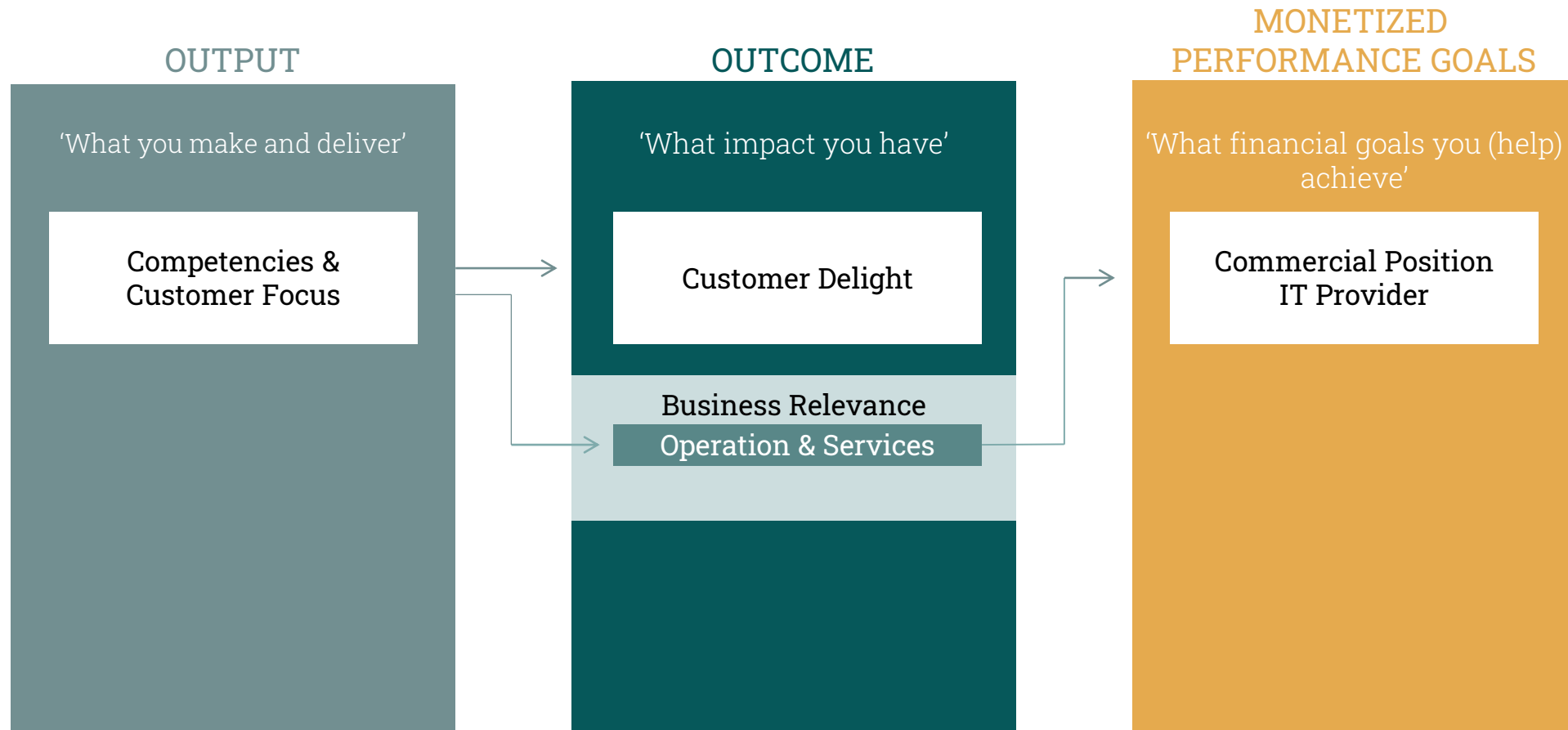
IT Xperience Model 2021: Metrics



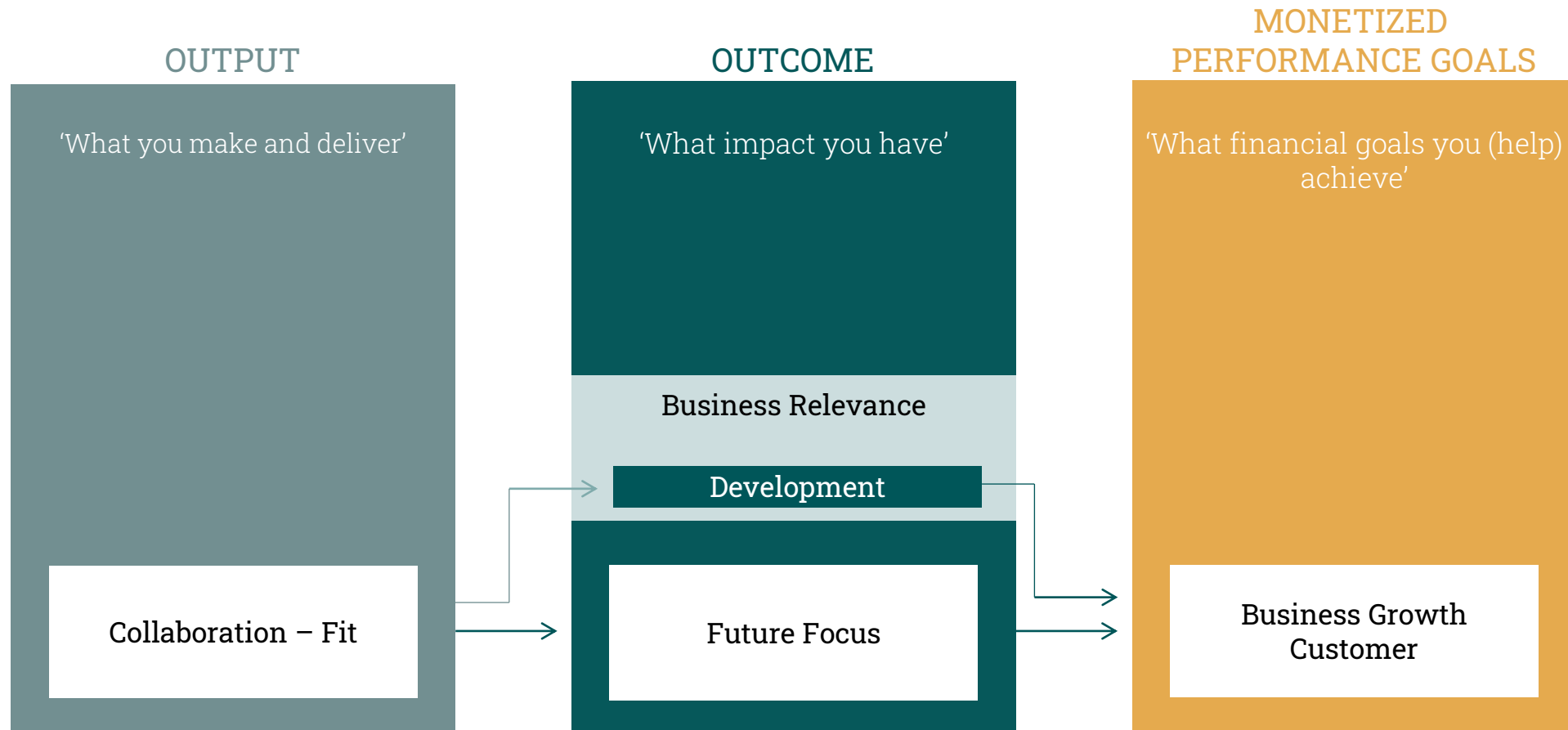
IT Xperience Model 2021: Metrics Full Overview



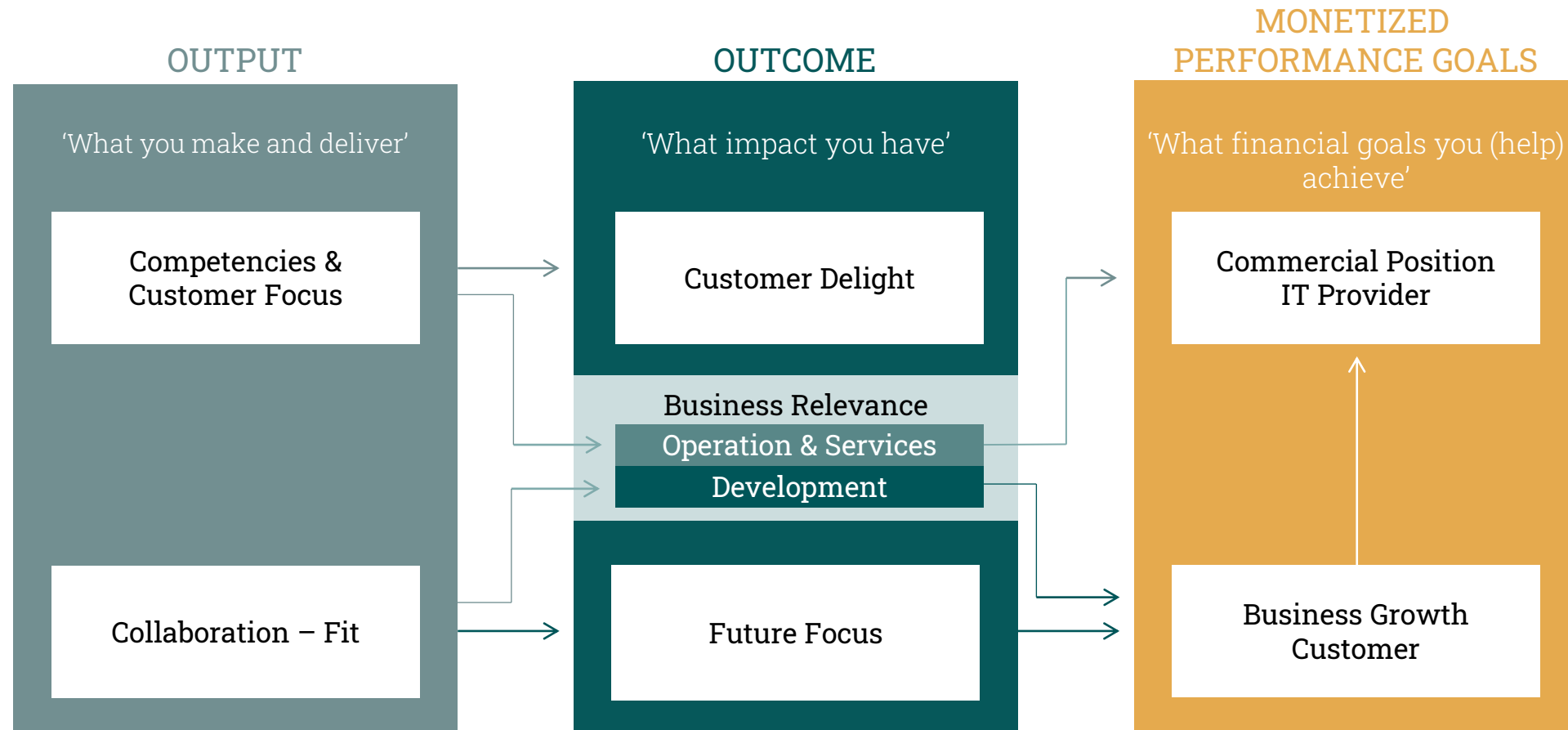
IT Xperience Model 2021: Focus IT provider



IT Xperience Model 2021: Focus Customer



IT Xperience Model 2021: Focus IT provider & Customer



IT Xperience Score Card: BPSOLUTIONS

OUTPUT

Competencies	Skills		96	83
	Zero Repeat		93	72
	Continuous Improvement		90	76
	Reliability		96	81
Customer Focus	Communication		93	78
	Empathy		91	76
	Willingness		93	81
	Transparency		95	79
	Interests		93	79
Adaptability		93	77	
Collaboration	Fit	Cultural Fit	96	78
		Operational Fit	93	75
		Vision Alignment	90	71
	Skin in the Game	Shared Risk	85	69
		Shared Responsibility	93	73

OUTCOME

Customer Delight	Trust		93	80
	Expectations		89	75
	Recommendation		95	79
Fan Score		100%	73%	
Business Relevance	Services		90	74
	Development		87	68
	Operation		92	79
Future Focus	Business Agility		89	72
	Goal Attainment		93	75

MONETIZED PERFORMANCE GOALS

Commercial Position	Reletting		89	74
	Share of Wallet		88	72
Business Growth Customer	Competitive Advantage		89	67
	Sales		80	58
	Operational Costs		86	66

Legend

Metric	Score	Market Average
<Indicator>		

Monetized Performance Goals: Metrics explained

Commercial Position IT Provider

Commercial Position IT provider measures the financial opportunities for the IT provider, namely:

- **Reletting:** customer's intention to extend the current contract
- **Share of Wallet:** customer's desire to outsource additional services

Business Growth Customer

Business Growth Customer refers to the financial benefits of the collaboration with the IT provider that the customer gets, namely:

- **Competitive Advantage:** customer's favorable position compared to competitors
- **Sales:** customer's increased revenue
- **Operational Costs:** customer's decreased costs

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Monetized Performance Goals

GIARTE

Monetized Performance Goals: Metrics explained

Commercial Position IT Provider

Commercial Position IT provider measures the financial opportunities for the IT provider, namely:

- **Reletting:** customer's intention to extend the current contract
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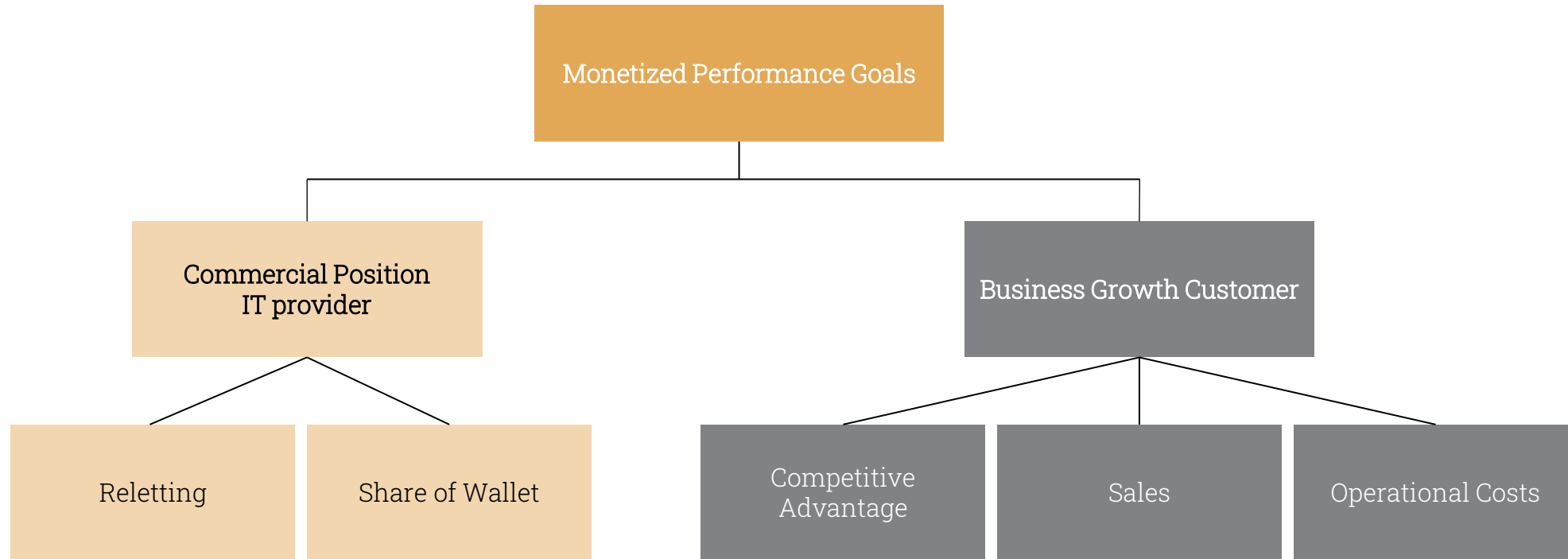
Business Growth Customer

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- **Competitive Advantage:** customer's favorable position compared to competitors
- **Sales:** customer's increased revenue
- **Operational Costs:** customer's decreased costs

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Monetized Performance Goals: Metrics



Commercial Position: Distribution BPSOLUTIONS

Reletting

"If you had a choice, would you outsource the current IT services to BPSOLUTIONS again in the future?"



89

74

Share of Wallet

"In case your organization would seek to outsource additional IT services that fit the portfolio of BPSOLUTIONS , would BPSOLUTIONS be considered to provide these services?"



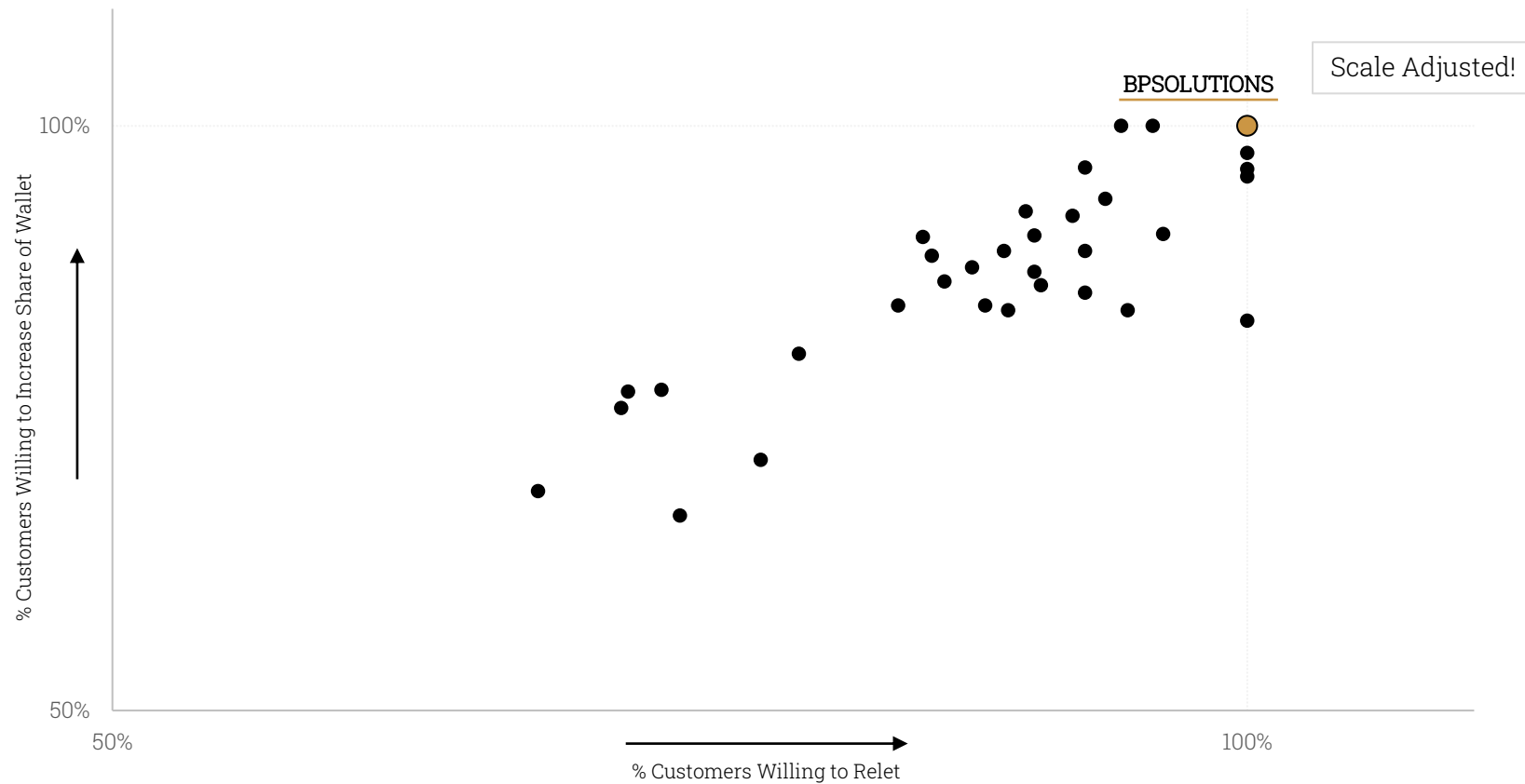
88

72

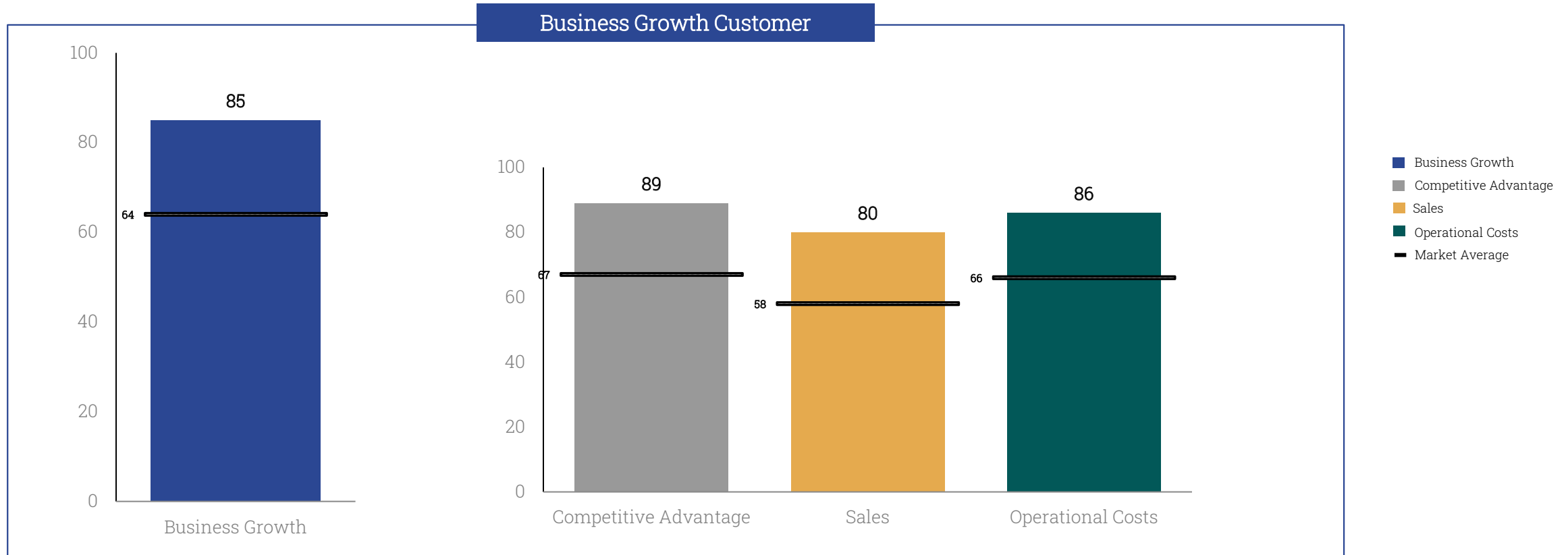
- Absolutely not!
- No
- Probably Not
- Probably
- Yes
- Absolutely!

- X Score
- X Market Average

Commercial Position Scatter: BPSOLUTIONS



Business Growth Customer: BPSOLUTIONS



Outcome

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Outcome: Metrics Explained

Customer Delight

Customer Delight measures customer's sentiment, namely:

- **Trust:** the feeling of trust in the IT provider and the relationship
- **Expectations:** the feeling that the expectations are met
- **Recommendation:** the intention to recommend the IT provider

Other relevant metrics are:

- **Fan Score:** the percentage of customers (absolutely) recommending the IT provider
- **Service Satisfaction:** the levels of satisfaction with the services

Business Relevance

Business Relevance shows the added value of the IT provider to customer's business, namely:

- **Services:** increased Service Quality and/or End-user Satisfaction
- **Development:** increased Business Innovation and/or Technological Innovation and/or Business Flexibility
- **Operation:** increased Business Continuity and/or Risk Mitigation

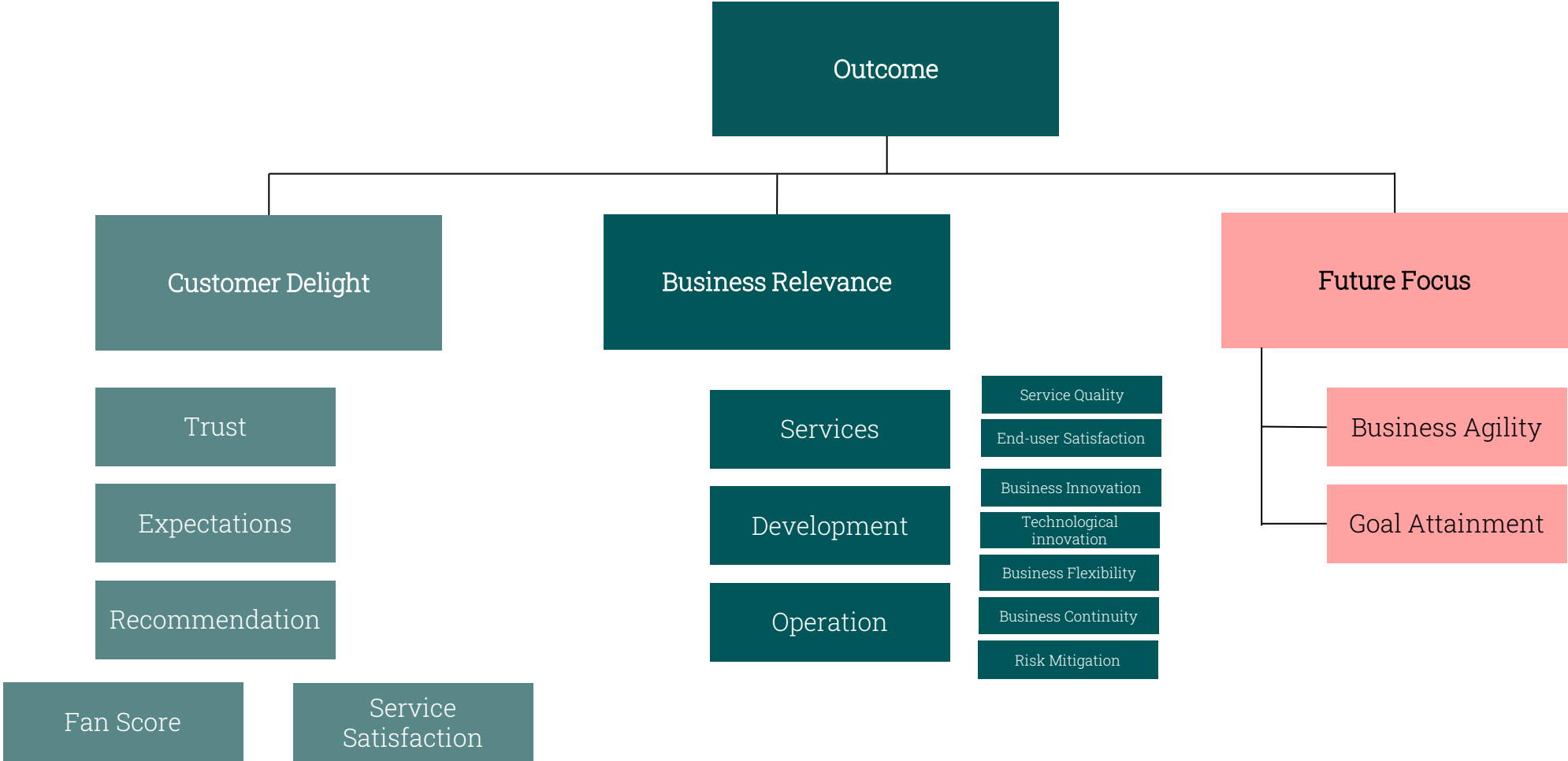
Future Focus

Future Focus refers to the ability of the IT provider to take the customer to the future, namely:

- **Business Agility:** the ability to inform the customer about relevant market changes
- **Goal Attainment:** the ability to help the customer to achieve strategic goals

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Outcome: Metrics



Trust

+

Expectations

+

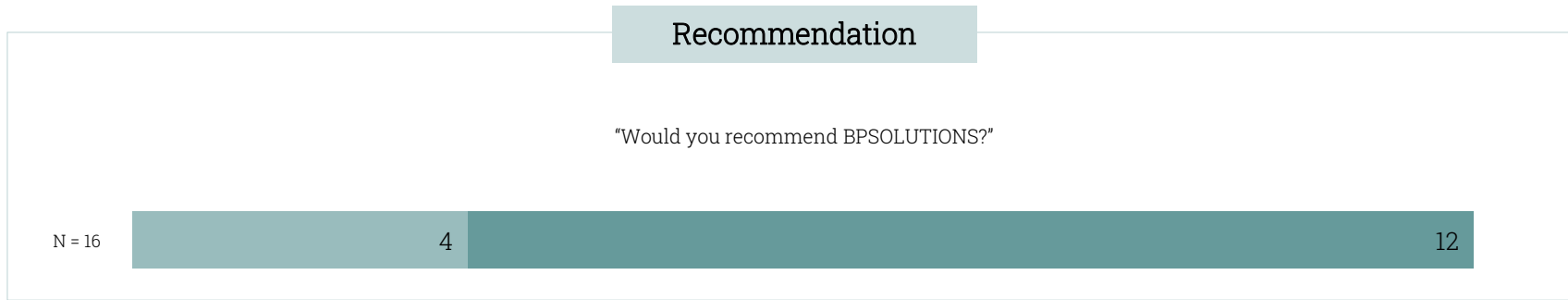
Recommendation

=

Customer Delight

NEW

Customer Delight – Recommendation Distribution: BPSOLUTIONS

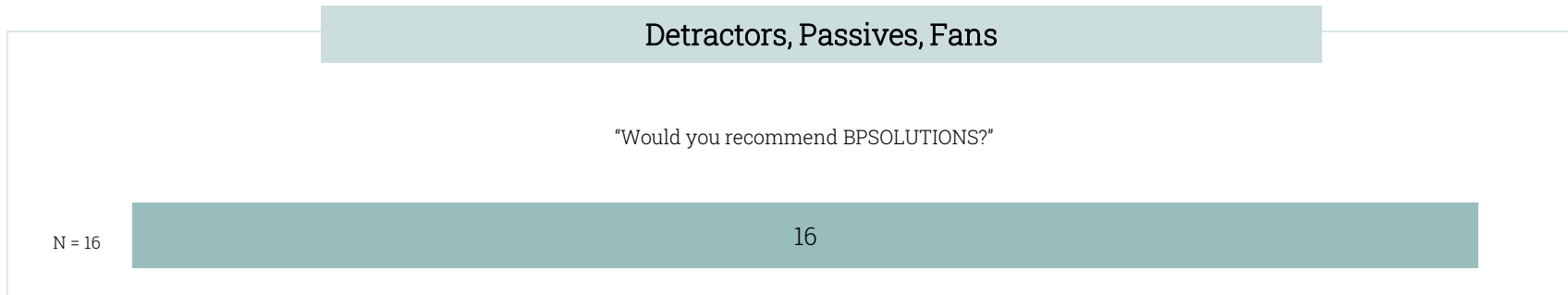


95

79

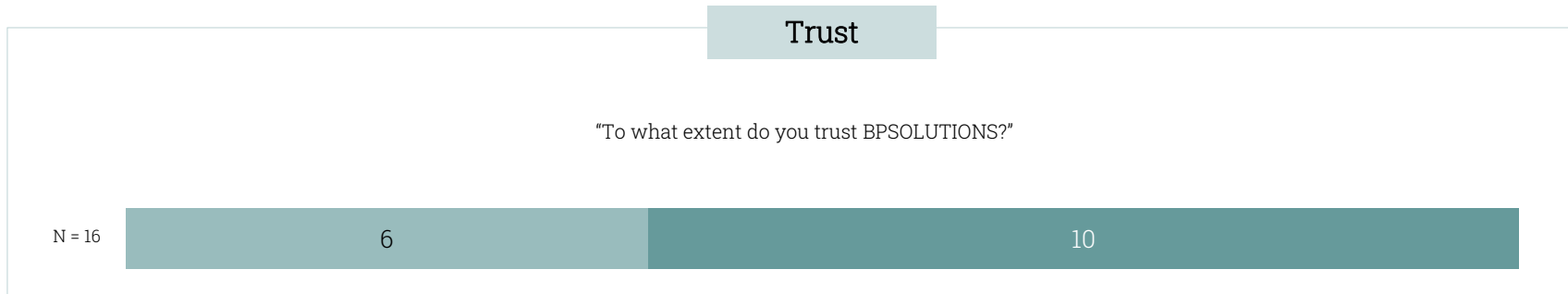
- Absolutely not!
- No
- Probably Not
- Probably
- Yes
- Absolutely!

- X Score
- X Market Average



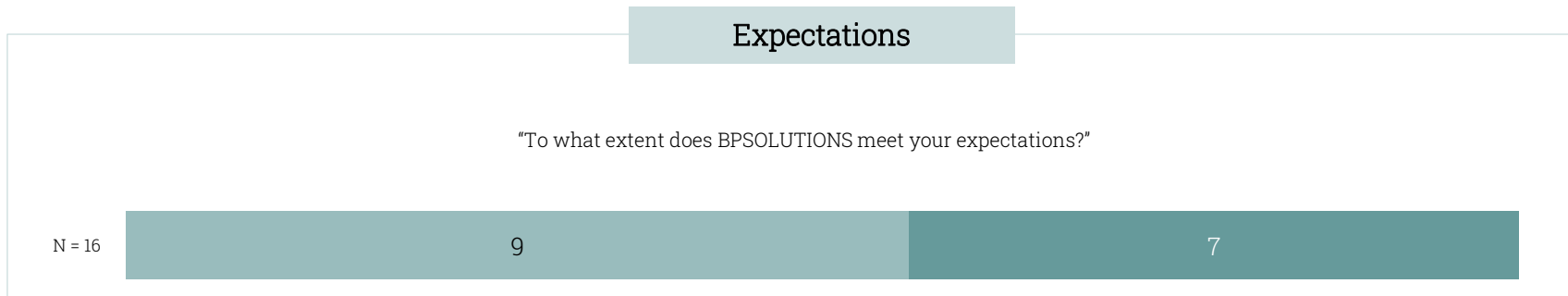
- Detractors
- Passives
- Fans

Customer Delight – Trust & Expectations Distribution: BPSOLUTIONS



93

80



89

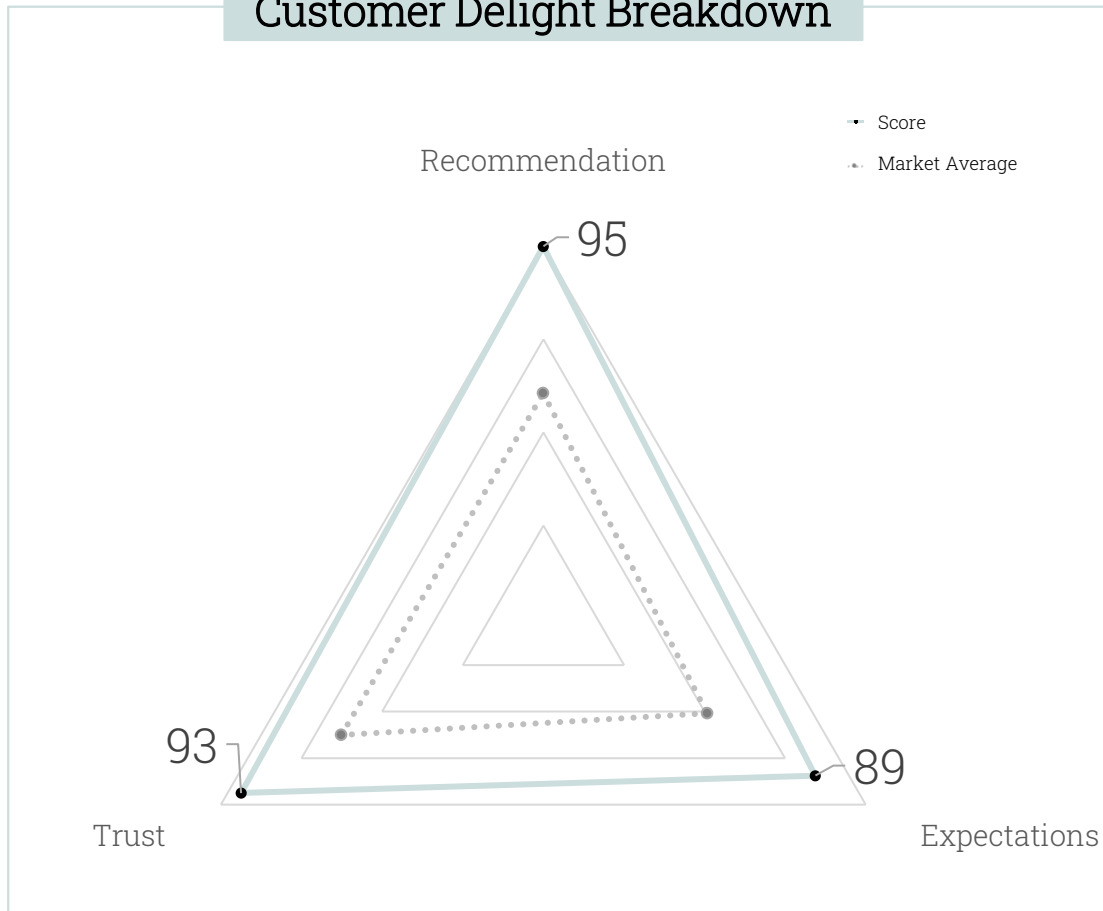
75

- Not at All
- Very Little
- Rather Little
- Rather Much
- Much
- Very Much

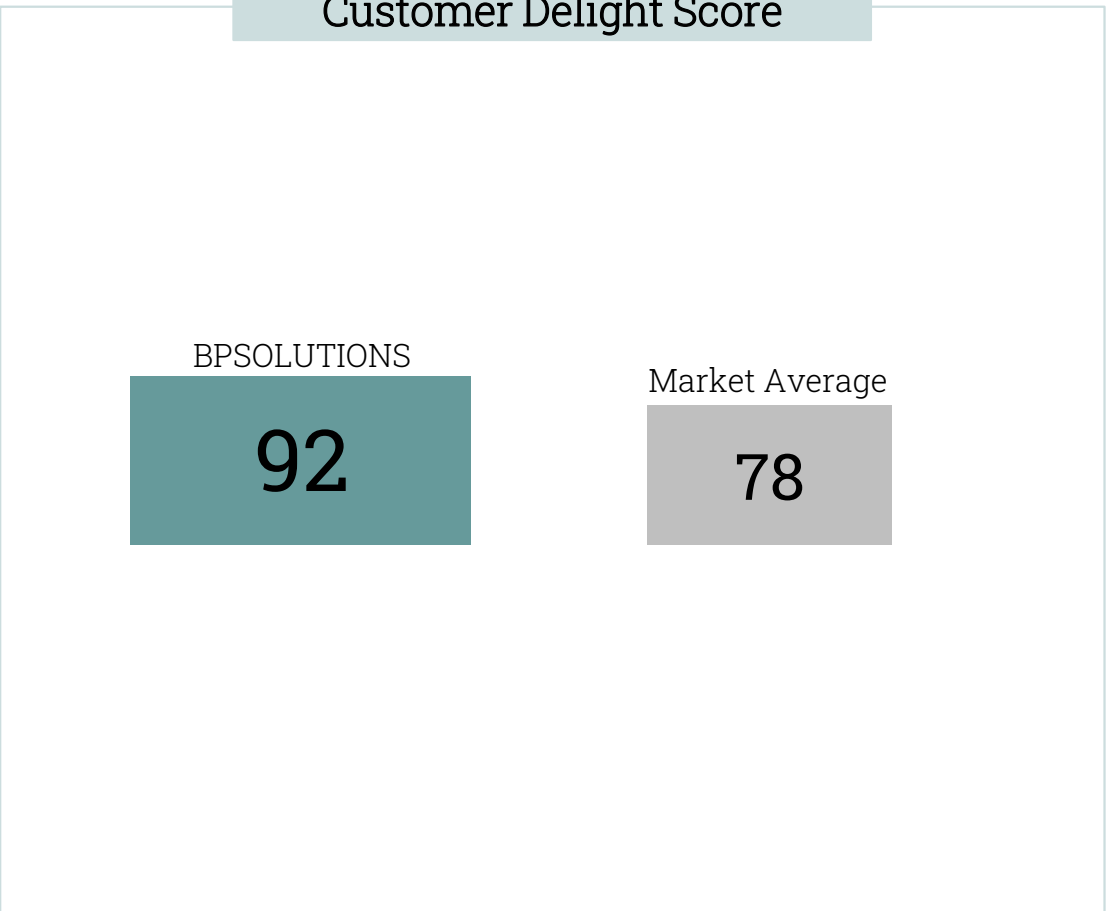
- X Score
- X Market Average

Customer Delight: Recommendation, Trust and Expectations BPSOLUTIONS

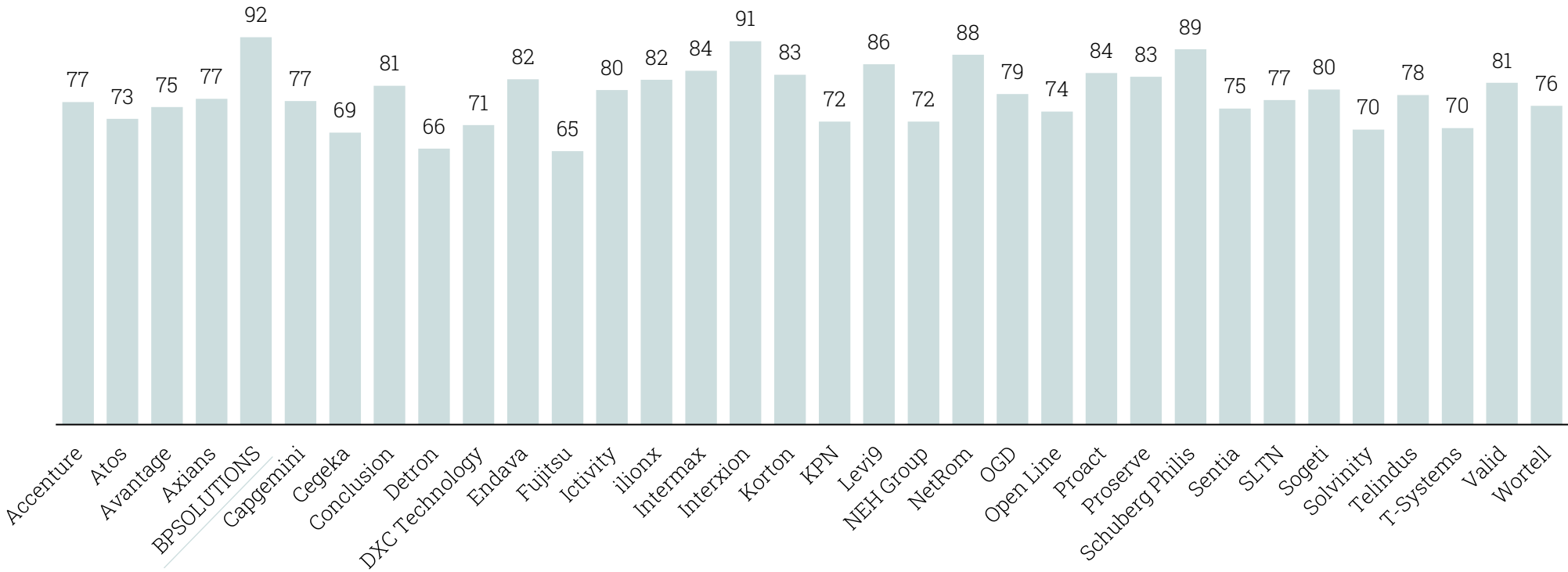
Customer Delight Breakdown



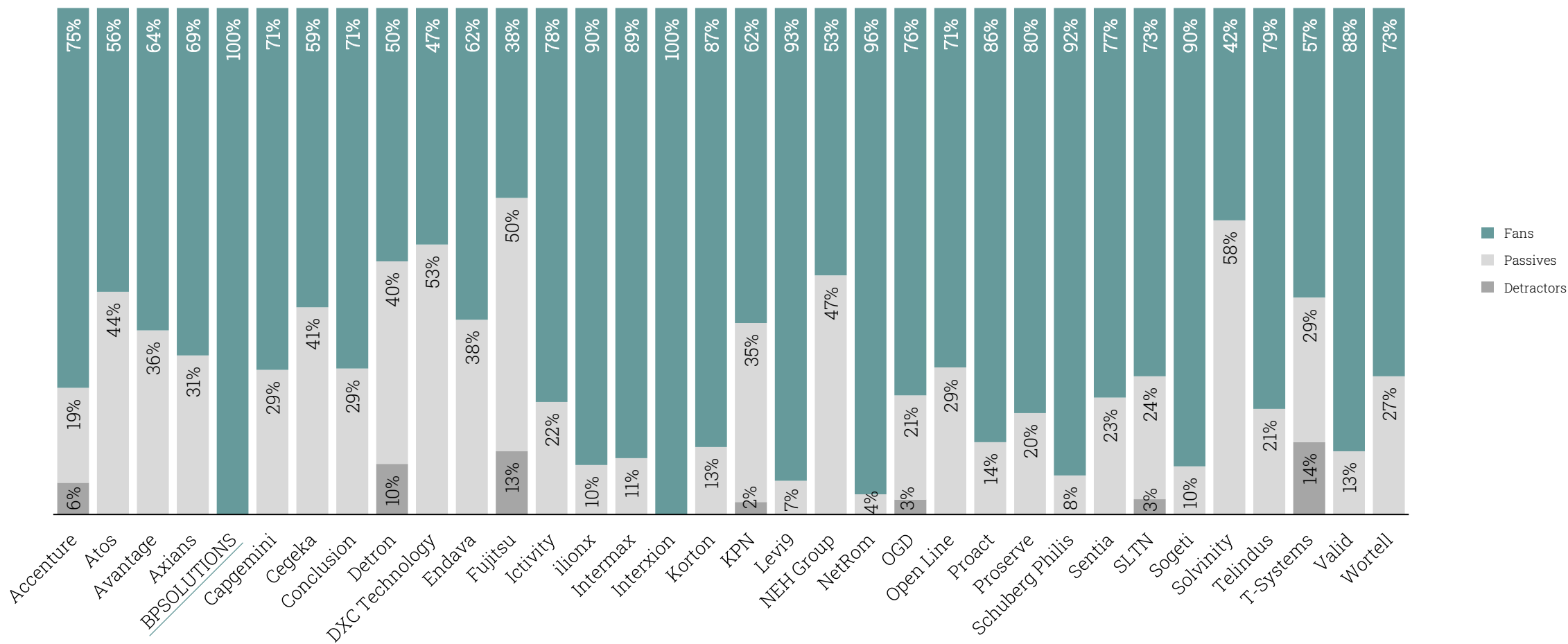
Customer Delight Score



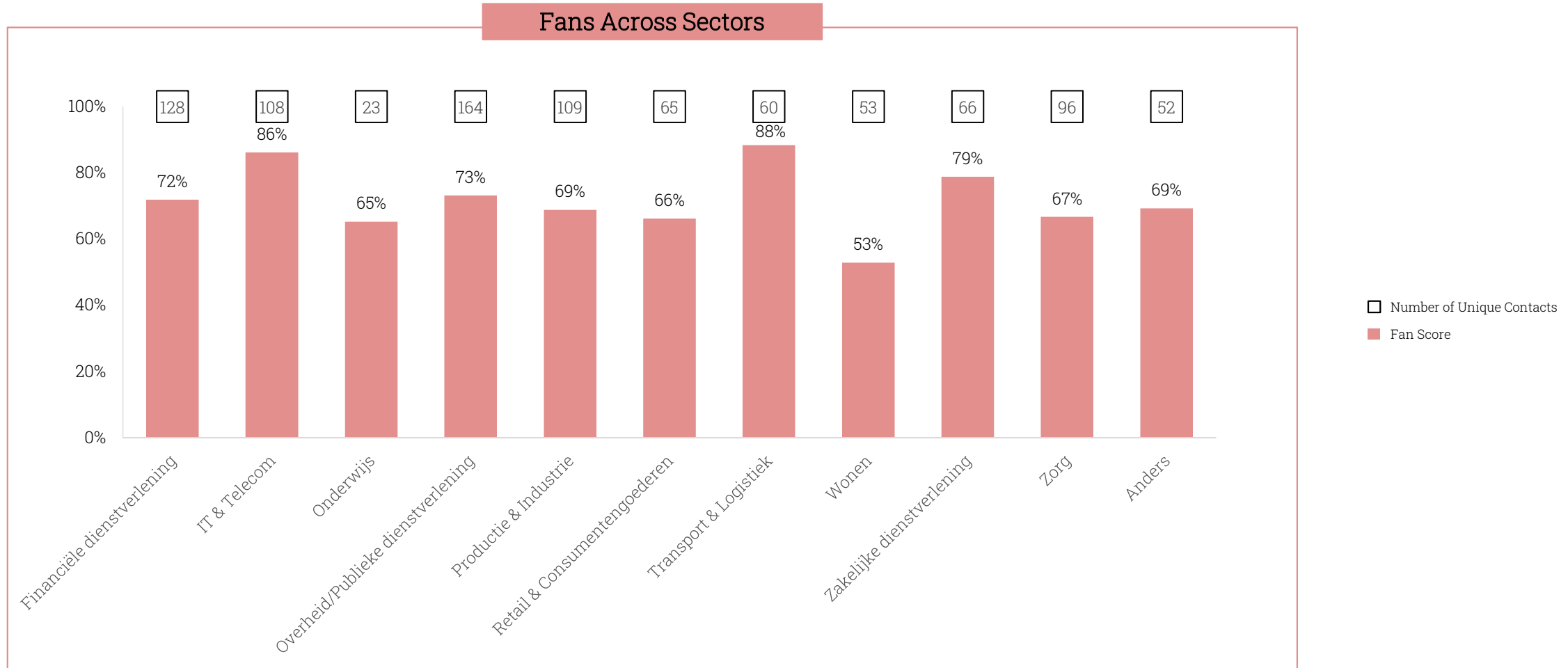
Customer Delight: All Service Providers



Recommendation: All IT Providers



Fans Across Sectors: All IT Providers



Service Satisfaction: BPSOLUTIONS

Roles:

Managed Services	The IT provider manages IT for the business on a day-to-day basis.
Software Services	The IT provider develops applications and/or digital products (in e.g., fintech, e-commerce and industry 4.0) and/or manages applications within the client organization.
Data Intelligence	The IT provider develops advanced data solutions for optimizing the business (processes) of the customer.
Business Technology	The IT provider co-creates and implements technology solutions to substantially improve or to transform the operational excellence or the business model of the client organization.
Interconnected Infrastructure	The IT provider delivers the data center(s) and the necessary data connectivity for hybrid and public cloud environments.



Services within Managed Services:

Technical Application Management	e.g., code maintenance, patching, application packaging, testing
Workplace Support	e.g., service desk, self-service, training, onsite support, device management, on/offboarding employees, adoption applications
Workplace Management	e.g., unified communication & collaboration, e-mail, office automation, sign on, license management
Managed Infrastructure	e.g., hosting, network connectivity, managed cloud services, monitoring Infrastructure Architecture (Non-) Cloud Hosting Connectivity Services
System Integration	e.g., application-integration, middleware, database management, cloud migration of applications
Security Management	Advisory & Assessment, Monitoring & Mitigation, Protection & Prevention

Service Satisfaction: BPSOLUTIONS

Role	
✓	Managed Services
X	Software Services
○	Data Intelligence
X	Business Technology
X	Interconnected Infrastructure



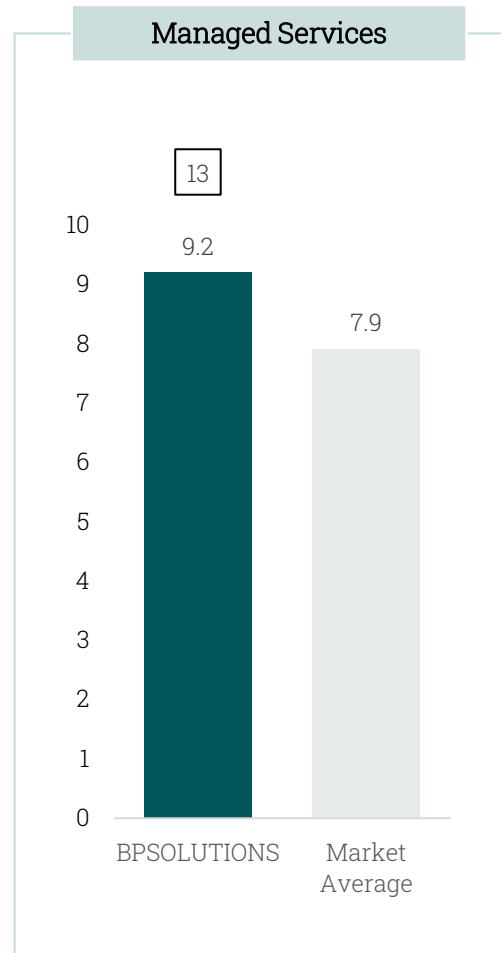
Services within Managed Services:

✓	Technical Application Management
X	Workplace Support
X	Workplace Management
✓	Managed Infrastructure
○	System Integration
○	Security Management

The role and/or service is applicable for BPSOLUTIONS:

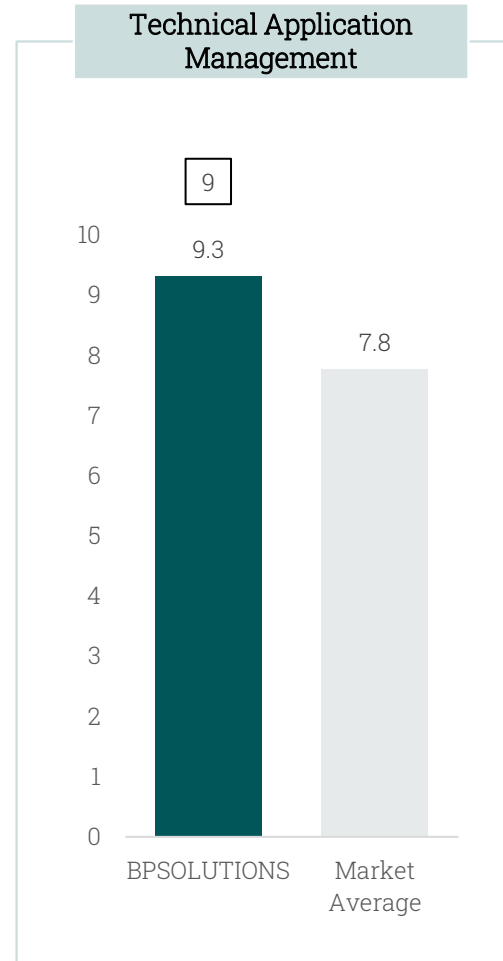
- Yes (sufficient evaluations received for calculating a Satisfaction Score)
- Yes (insufficient evaluations received)
- Not applicable

Service Satisfaction: BPSOLUTIONS Scores per Role



- Number of Evaluations
- Score
- Score Market Average

Service Satisfaction: BPSOLUTIONS Domain Scores within Managed Services



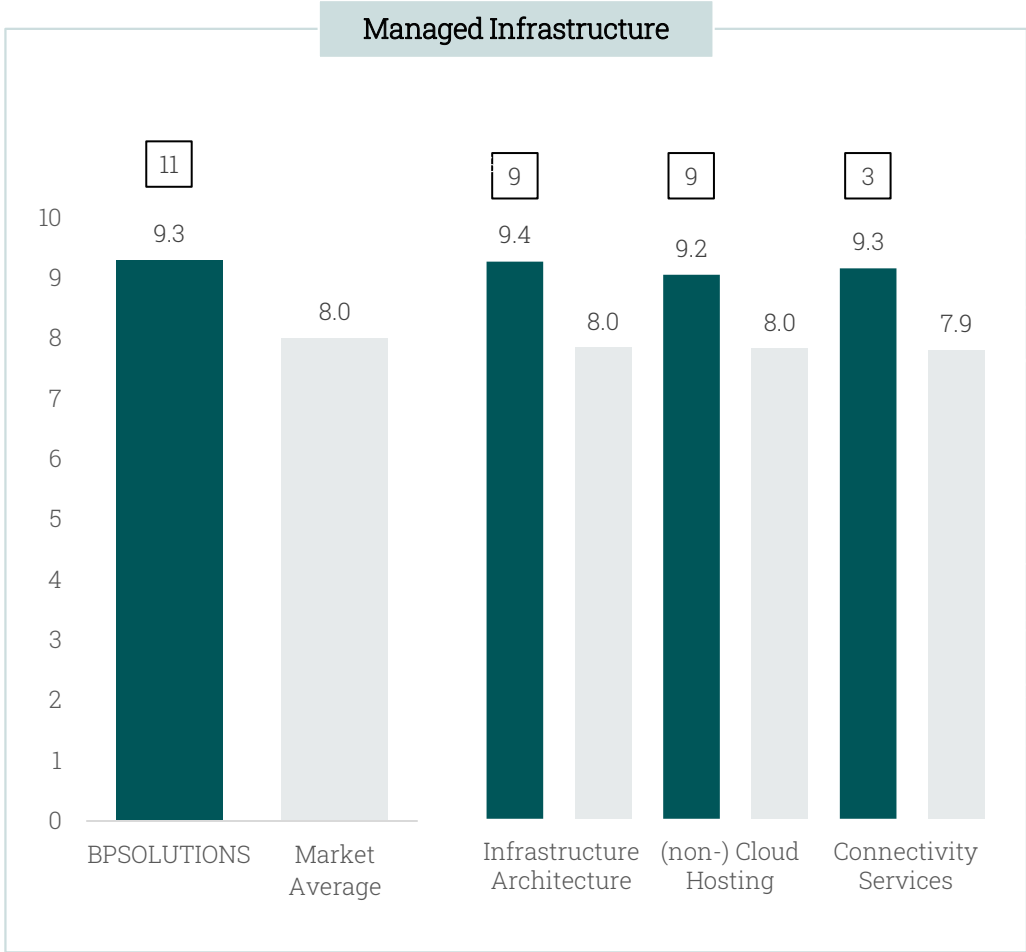
Workplace Support

Workplace Management

System Integration

- Number of Evaluations
- Score
- Score Market Average

Service Satisfaction: BPSOLUTIONS Domain Scores within Managed Services

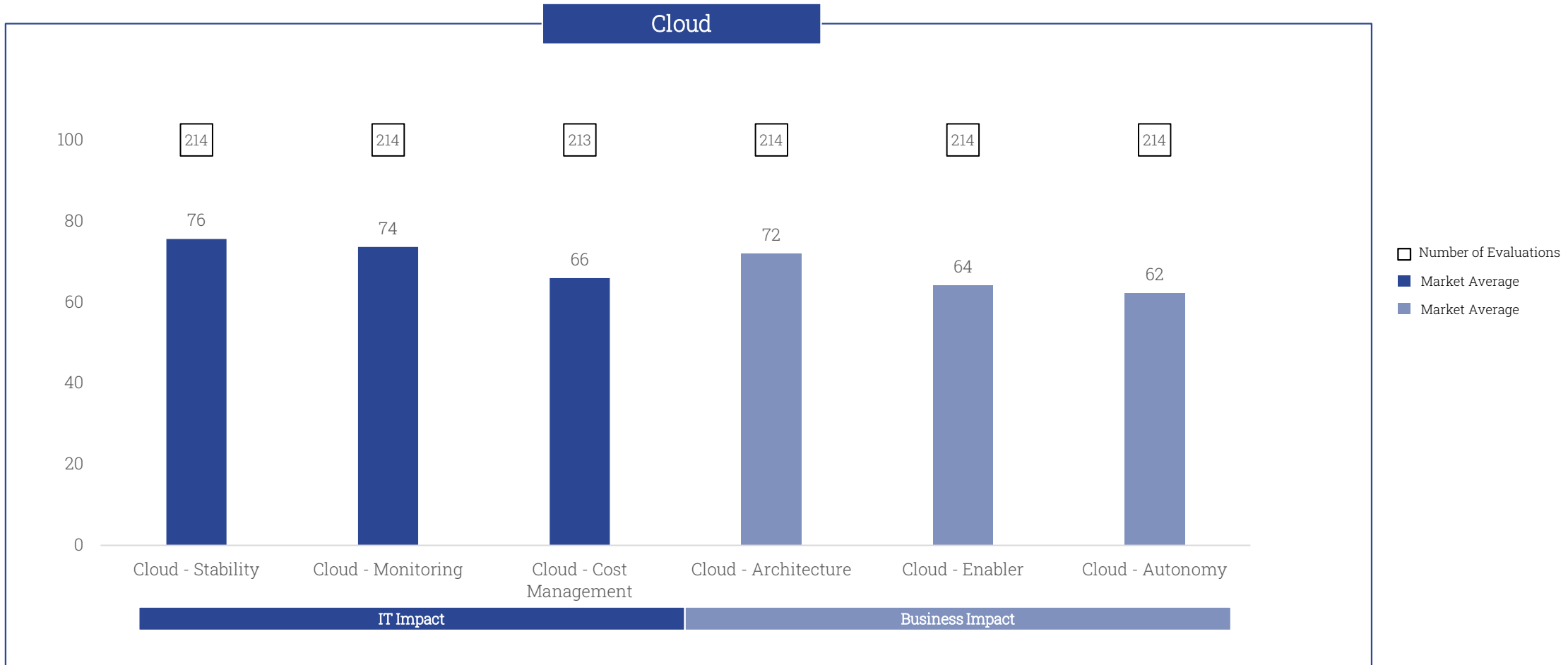


□ Number of Evaluations
■ Score
■ Score Market Average

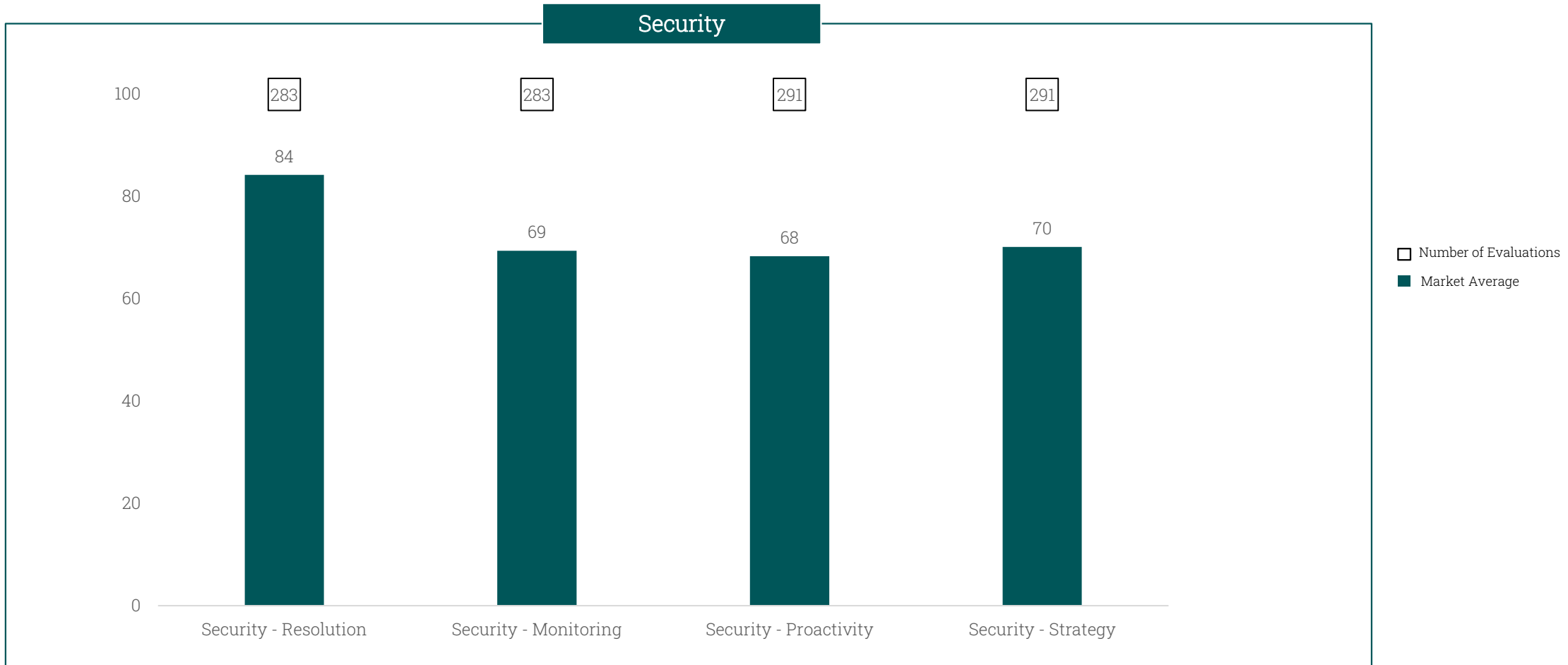
Service Satisfaction: Score Card BPSOLUTIONS



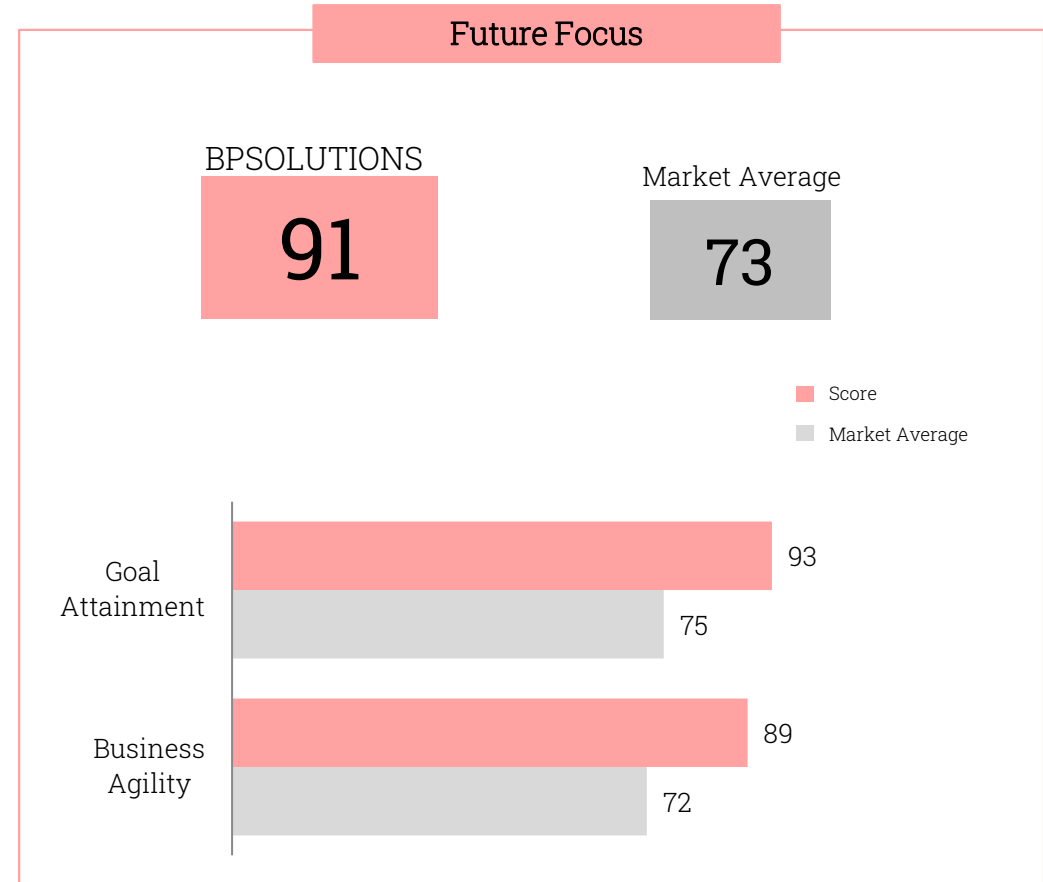
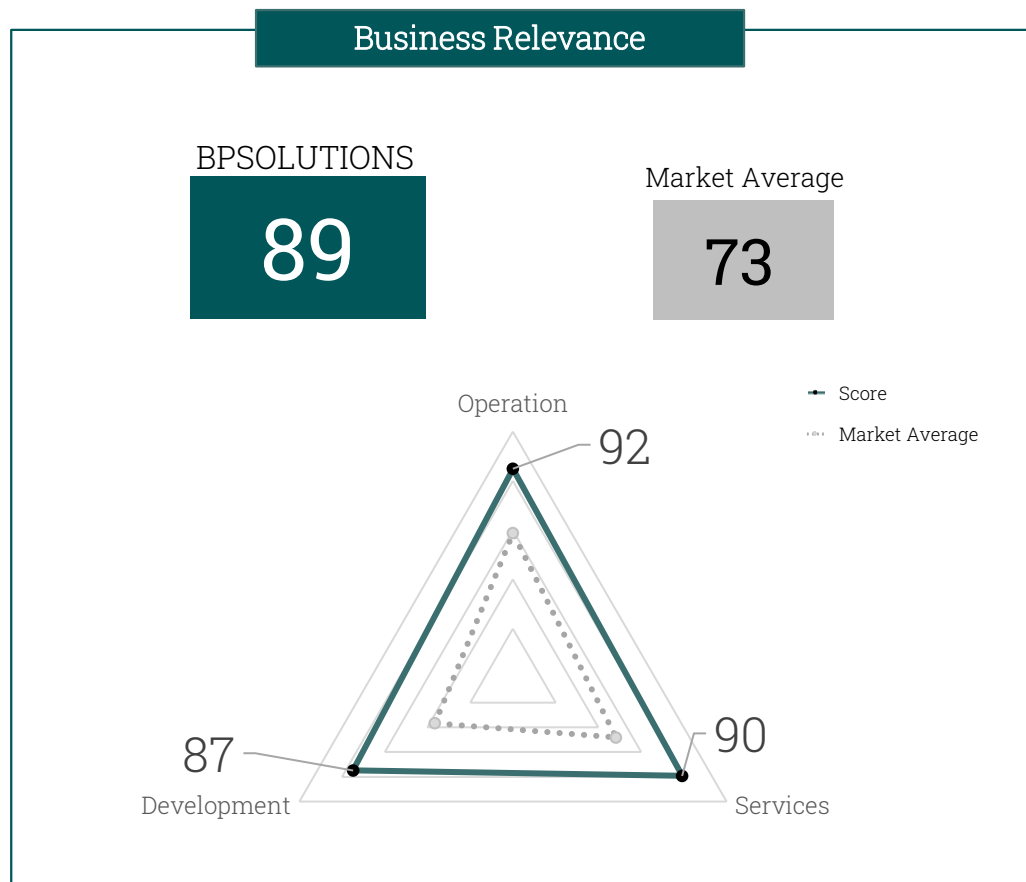
Key Areas Cloud: All IT providers in ITX 2021



Key Areas Security Management: All IT providers in ITX 2021



Business Relevance & Future Focus: BPSOLUTIONS



Future Focus Distribution: BPSOLUTIONS

Business Agility

"BPSOLUTIONS helps us to adjust to relevant market changes"

N = 11



89

72

Goal Attainment

"BPSOLUTIONS helps us to achieve our strategic goals of the next two years"

N = 15



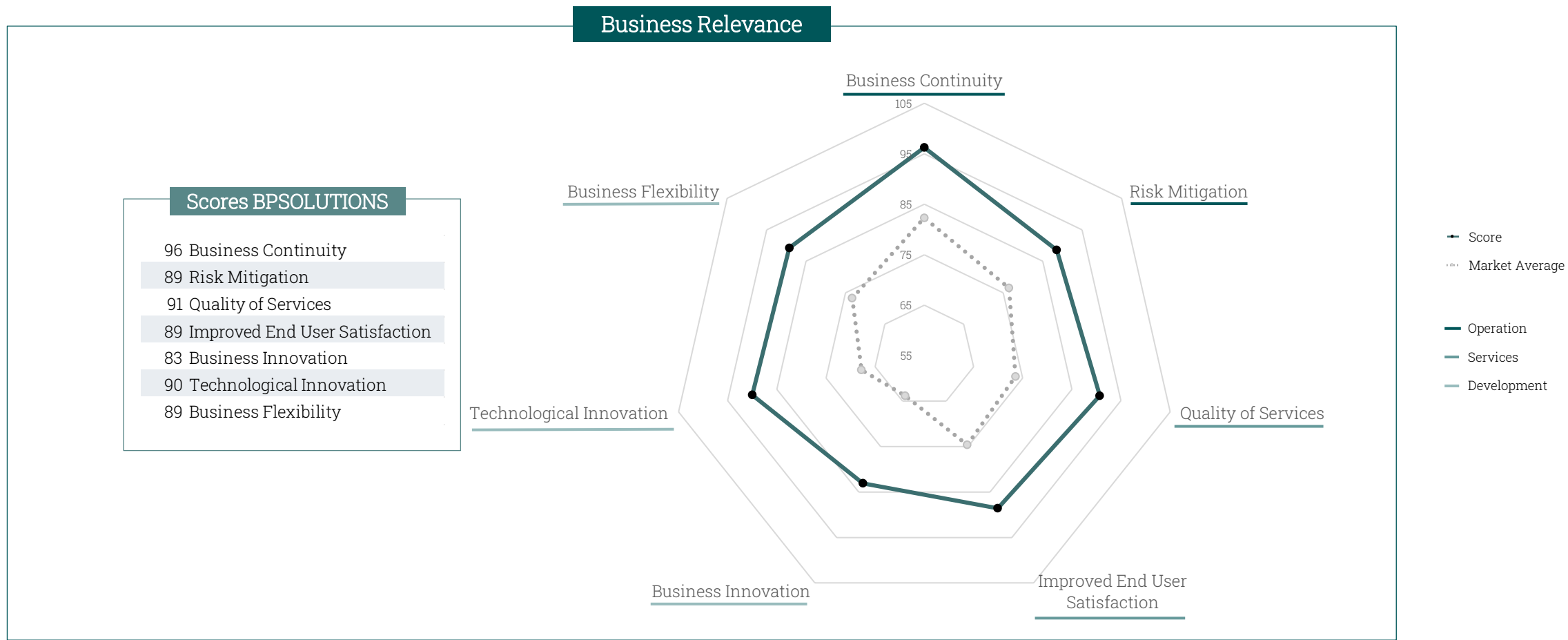
93

75

- Completely Disagree
- Disagree
- Partially Disagree
- Partially Agree
- Agree
- Completely Agree

- X Score
- X Market Average

Business Relevance Breakdown: Value Areas BPSOLUTIONS



Business Relevance - Operation Breakdown: BPSOLUTIONS

Business Continuity

"BPSOLUTIONS helps us to ensure our business continuity"



96

82

Risk Mitigation

"BPSOLUTIONS helps us to mitigate potential business risks"



89

76

- Completely Disagree
- Disagree
- Partially Disagree
- Partially Agree
- Agree
- Completely Agree

- X Score
- X Market Average

Business Relevance - Services Breakdown: BPSOLUTIONS

Quality of Services

"BPSOLUTIONS helps us to improve the quality of our services and/or products"

N = 15



91

74

- Completely Disagree
- Disagree
- Partially Disagree
- Partially Agree
- Agree
- Completely Agree

Improved End User Satisfaction

"BPSOLUTIONS helps us to increase the satisfaction of our end-users with our services and/or products"

N = 14



89

75

- X Score
- X Market Average

Business Relevance - Development Breakdown: BPSOLUTIONS

Business Innovation

"BPSOLUTIONS helps us to introduce new growth areas (e.g., services, products, processes and/or business models)"



83

64

Technological Innovation

"BPSOLUTIONS helps us to develop innovative technological solutions"



90

68

Business Flexibility

"BPSOLUTIONS helps us to increase our business flexibility"



89

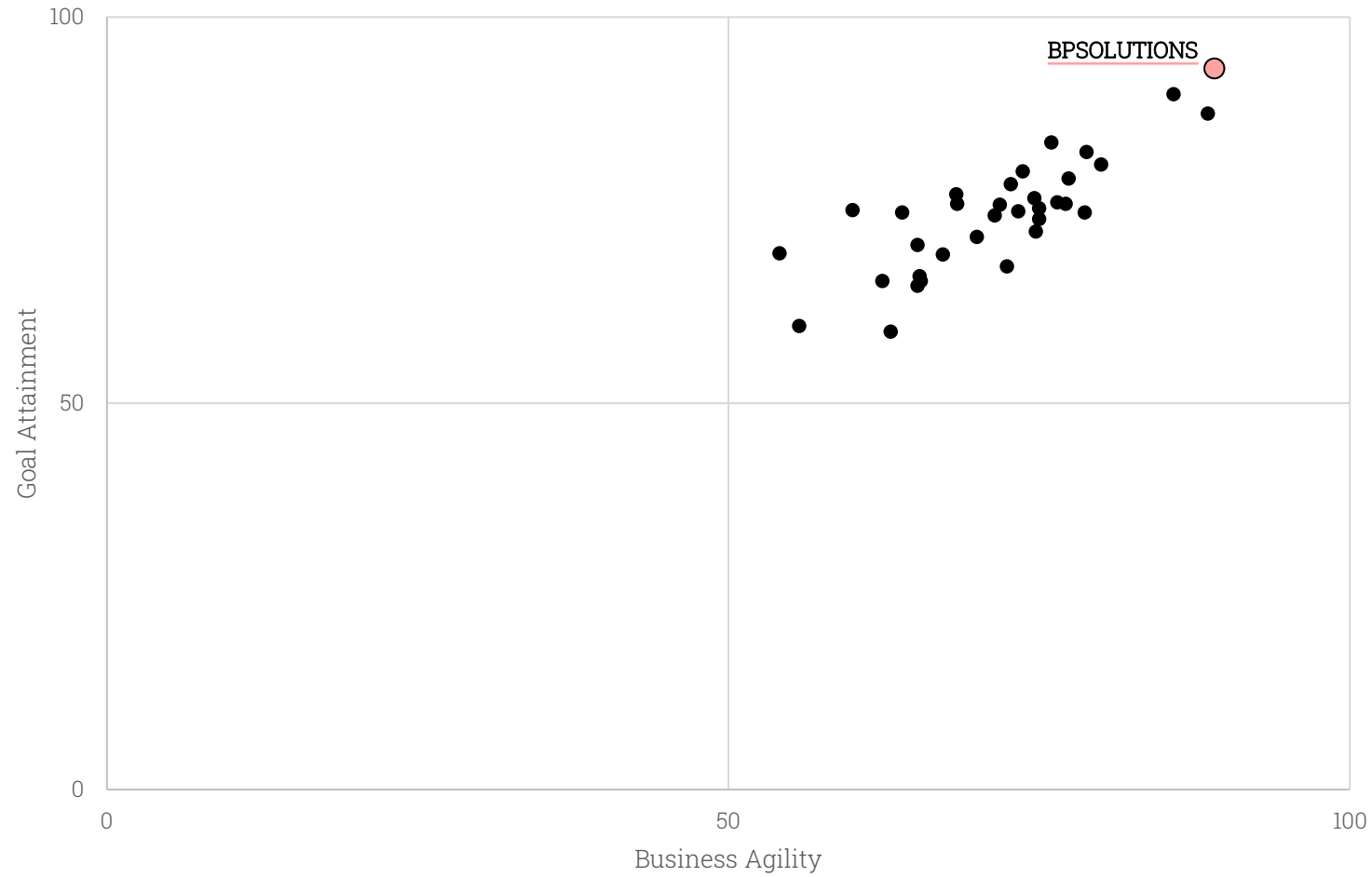
73

- Completely Disagree
- Disagree
- Partially Disagree
- Partially Agree
- Agree
- Completely Agree

X Score

X Market Average

Scatter Future Focus: Business Agility and Goal Attainment



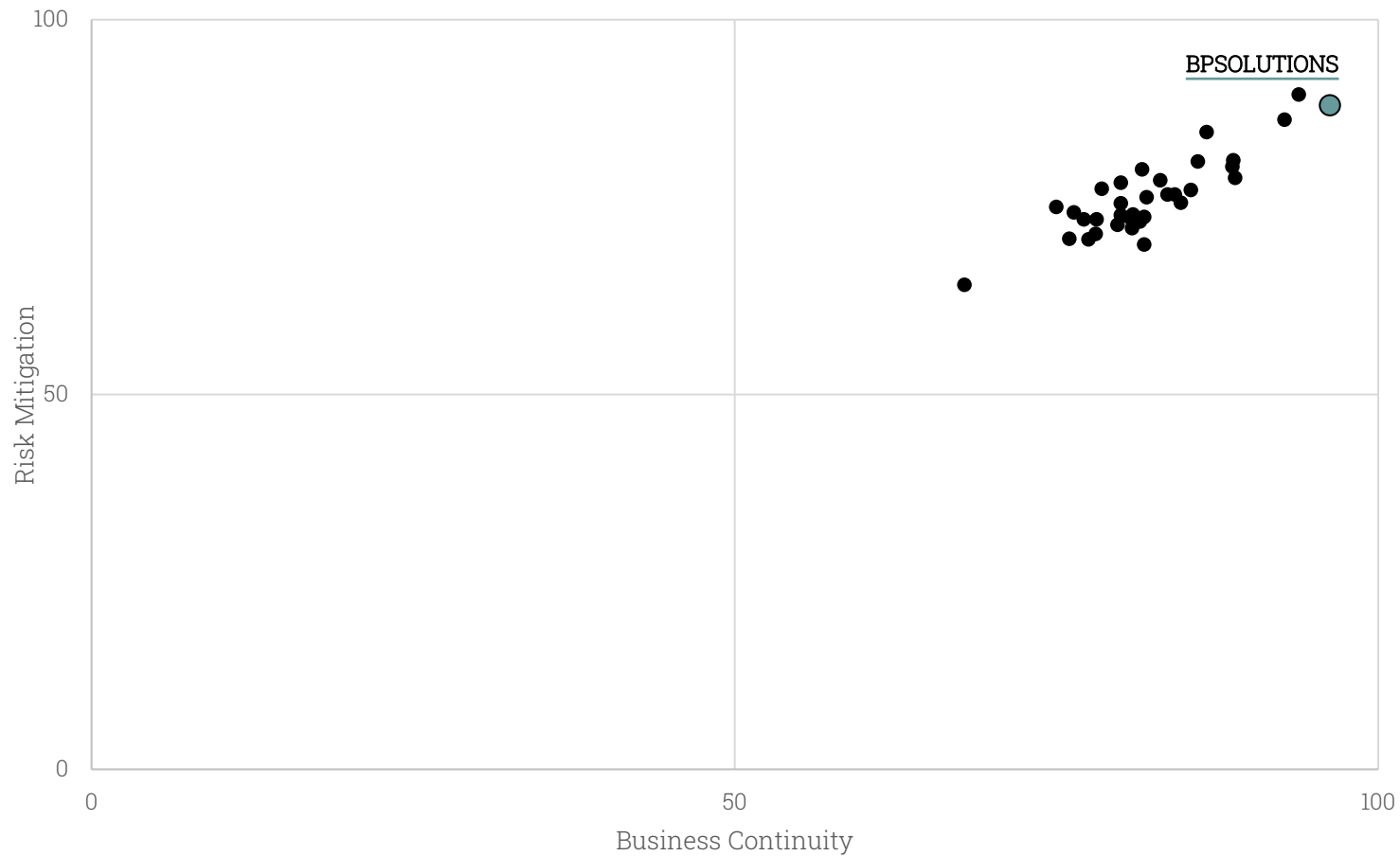
Business Agility

89

Goal Attainment

93

Scatter Business Relevance – Operation: Business Continuity and Risk Mitigation



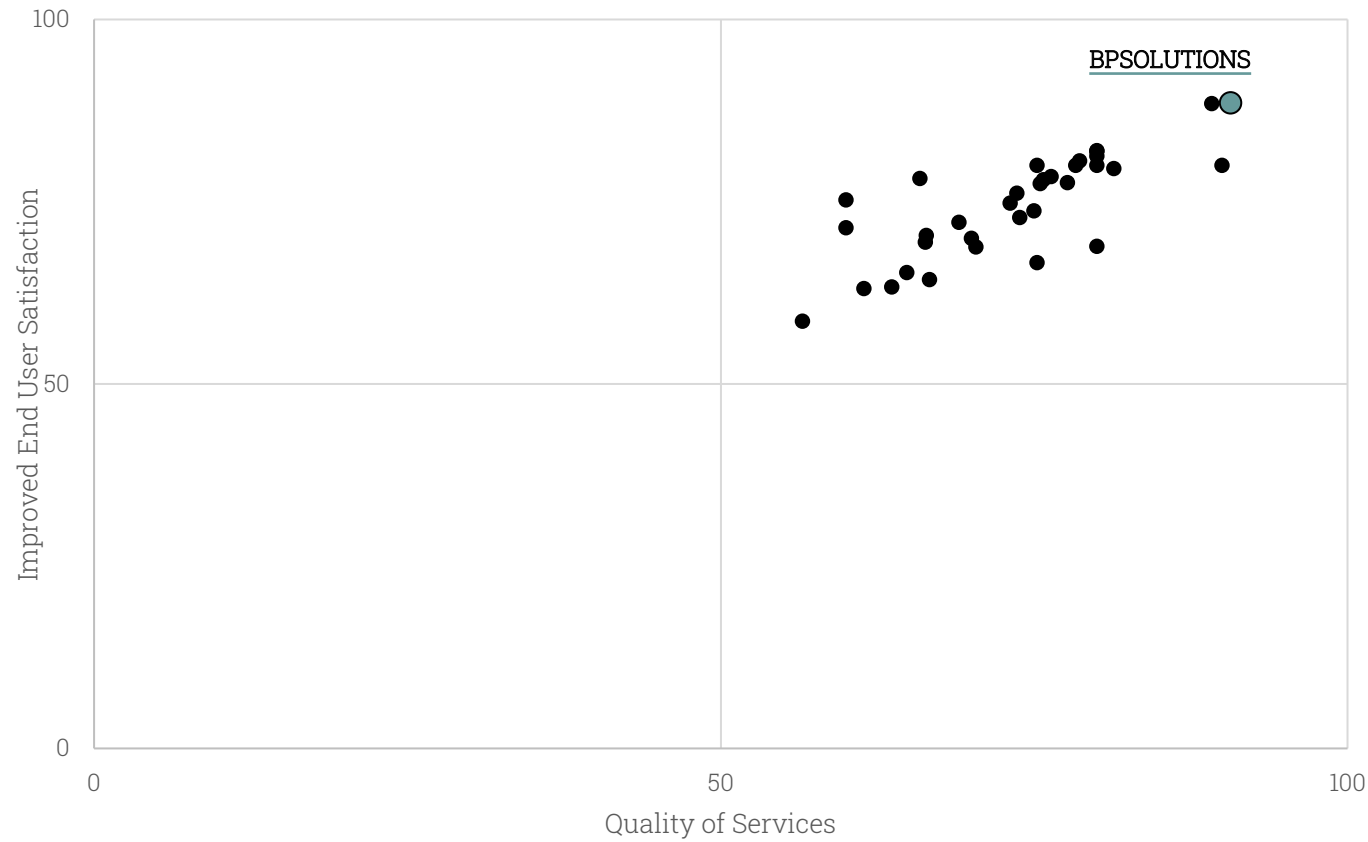
Business Continuity

96

Risk Mitigation

89

Scatter Business Relevance – Services: Quality of Services and End-user Satisfaction



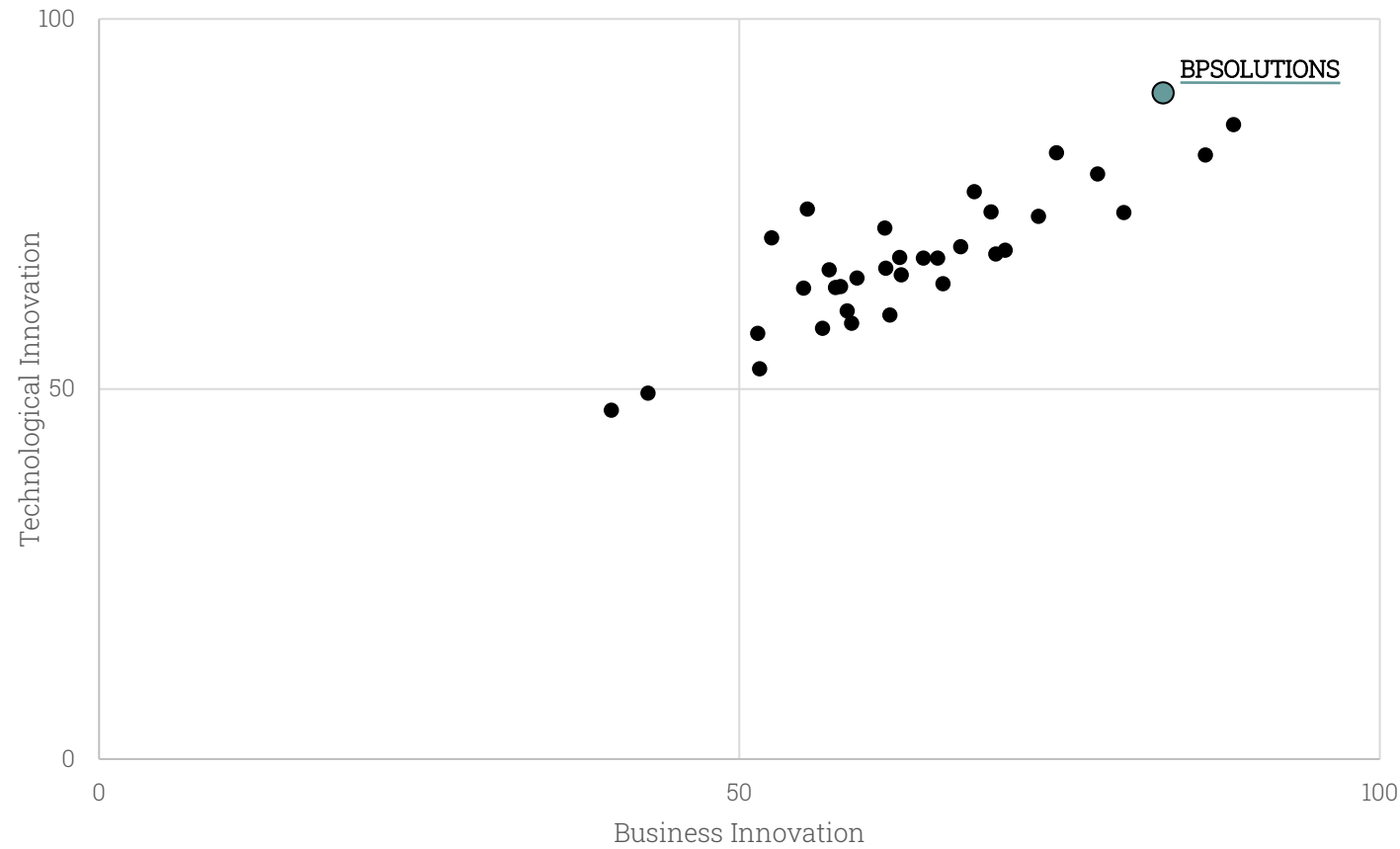
Quality of Services

91

Improved End User Satisfaction

89

Scatter Business Relevance – Development: Business Innovation and Technological Innovation



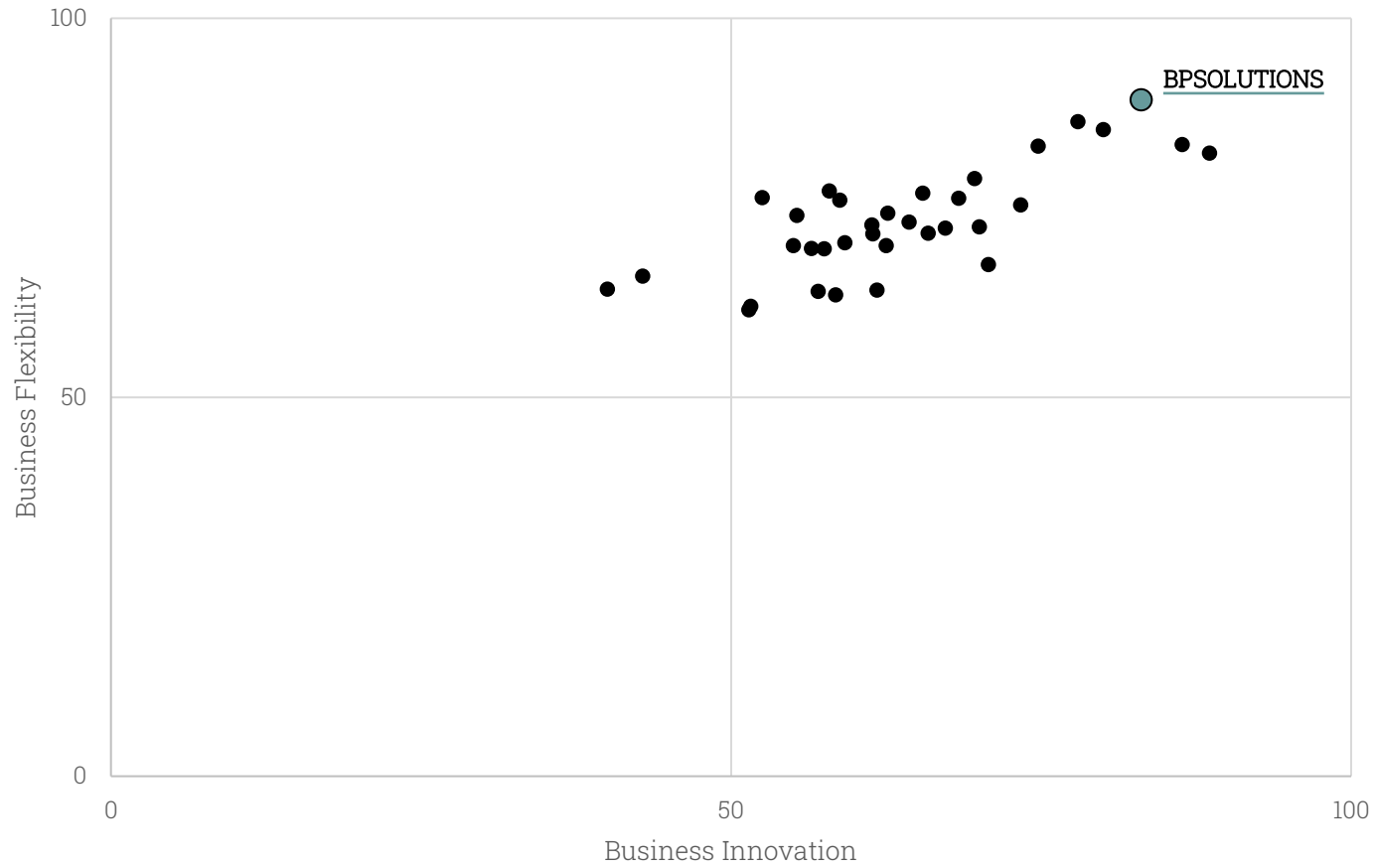
Business Innovation

83

Technological Innovation

90

Scatter Business Relevance – Development: Business Innovation and Business Flexibility



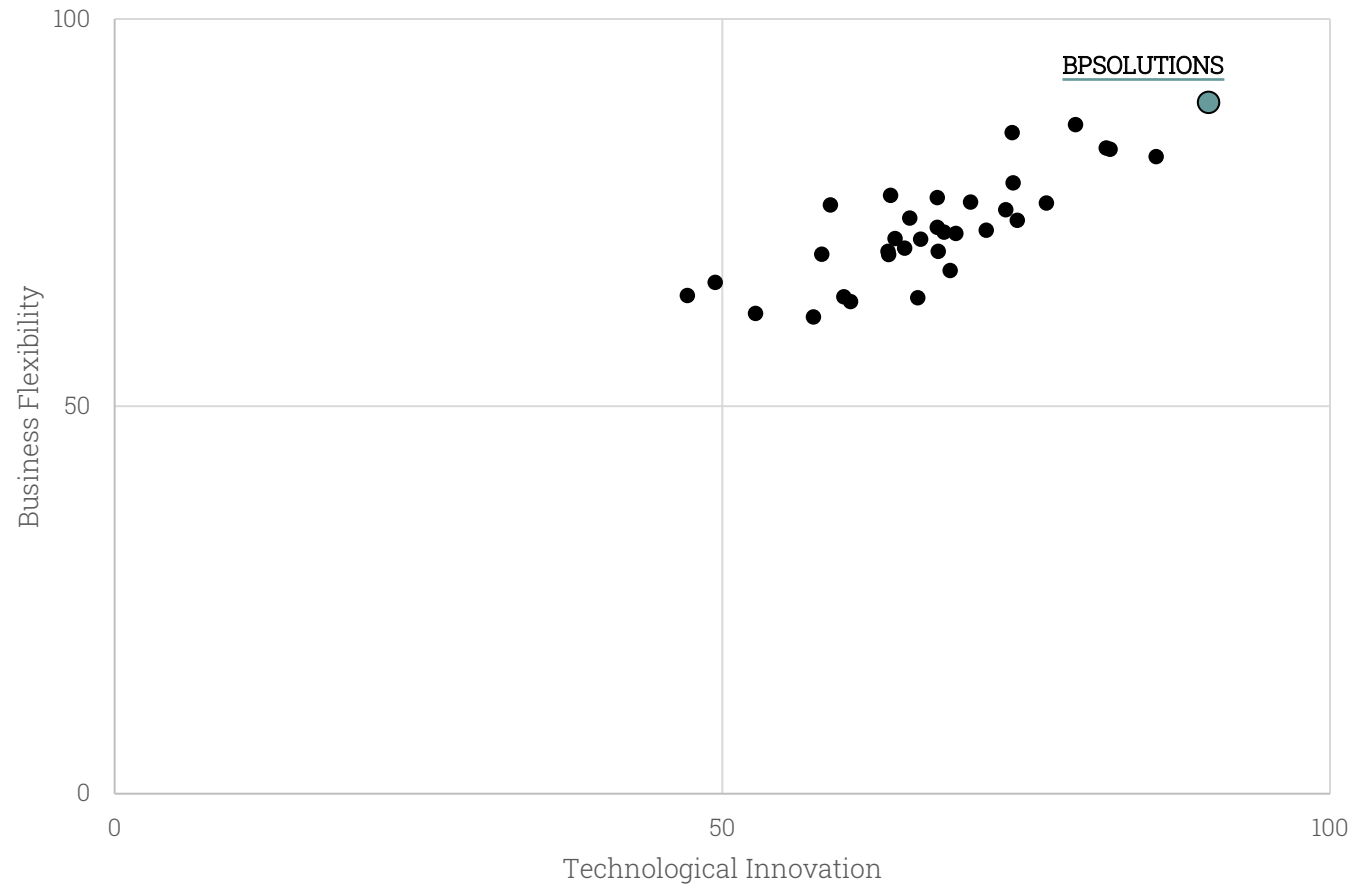
Business Innovation

83

Business Flexibility

89

Scatter Business Relevance – Development: Technological Innovation and Business Flexibility



Technological Innovation

90

Business Flexibility

89

Output

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Output: Metrics Explained

Competencies

Competencies measure the perceived hard skills of the IT provider, namely:

- **Skills:** the level of knowledge and expertise
- **Zero Repeat:** the ability to avoid the same mistakes
- **Continuous Improvement:** the ability to constantly improve
- **Reliability:** the ability to keep to appointments

Customer Focus

Customer Focus measures the soft skills of the IT provider, namely:

- **Communication:** the ability to communicate well
- **Empathy:** the ability to understand the customer
- **Willingness:** the inclination to satisfy the customer
- **Transparency:** the ability to show transparency in the collaboration
- **Interests:** the willingness to consider customer's interests
- **Adaptability:** the ability to adapt

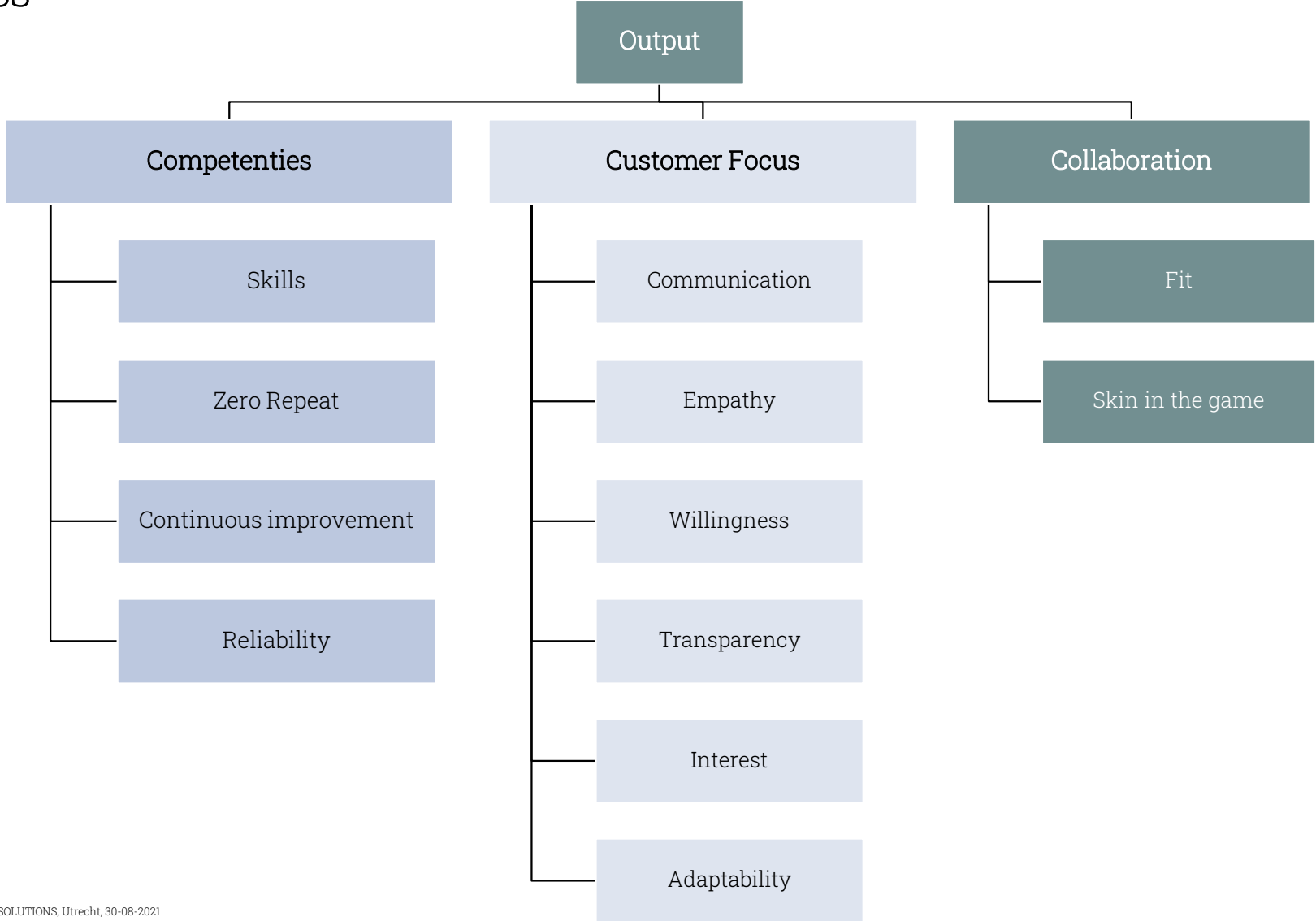
Collaboration

Collaboration refers to the ability of the IT provider to collaborate well, namely:

- **Fit:** the ability to match with the customer in terms of cultural fit, operational fit and vision alignment
- **Skin in the Game:** the willingness to bear uncertainty for the sake of the collaboration, in terms of shared risk and shared responsibility

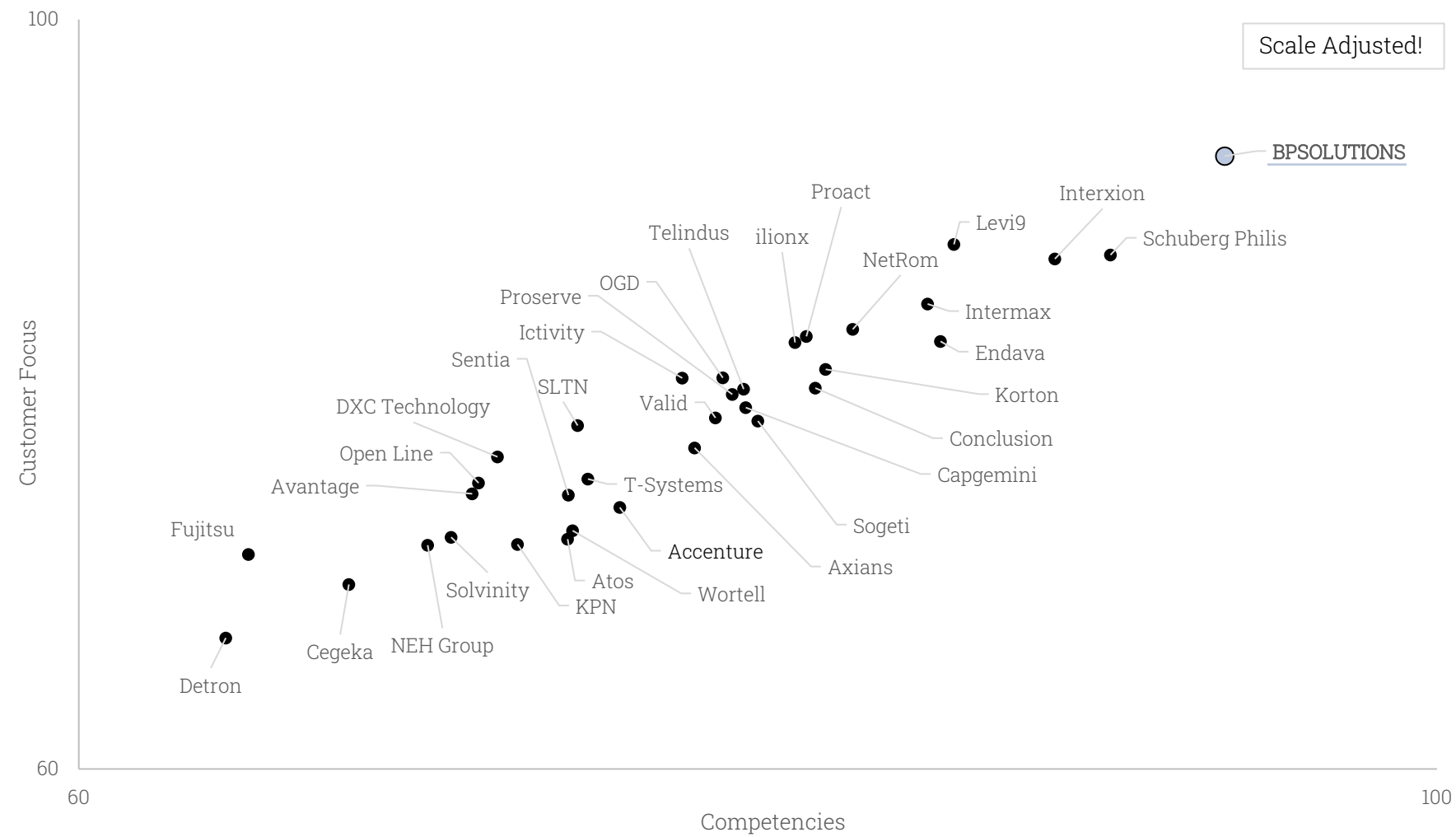
GIARTE

Output: Metrics



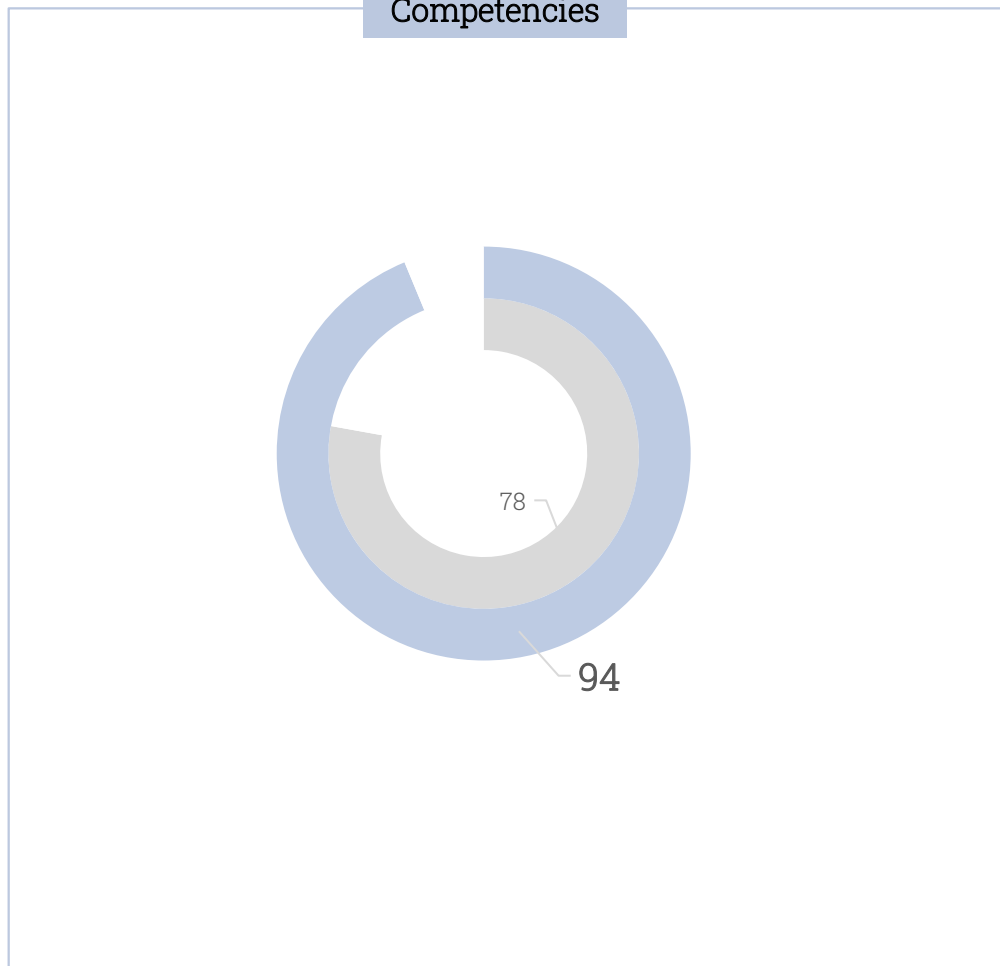
GIARTE

Scatter Competencies & Customer Focus: All IT Providers

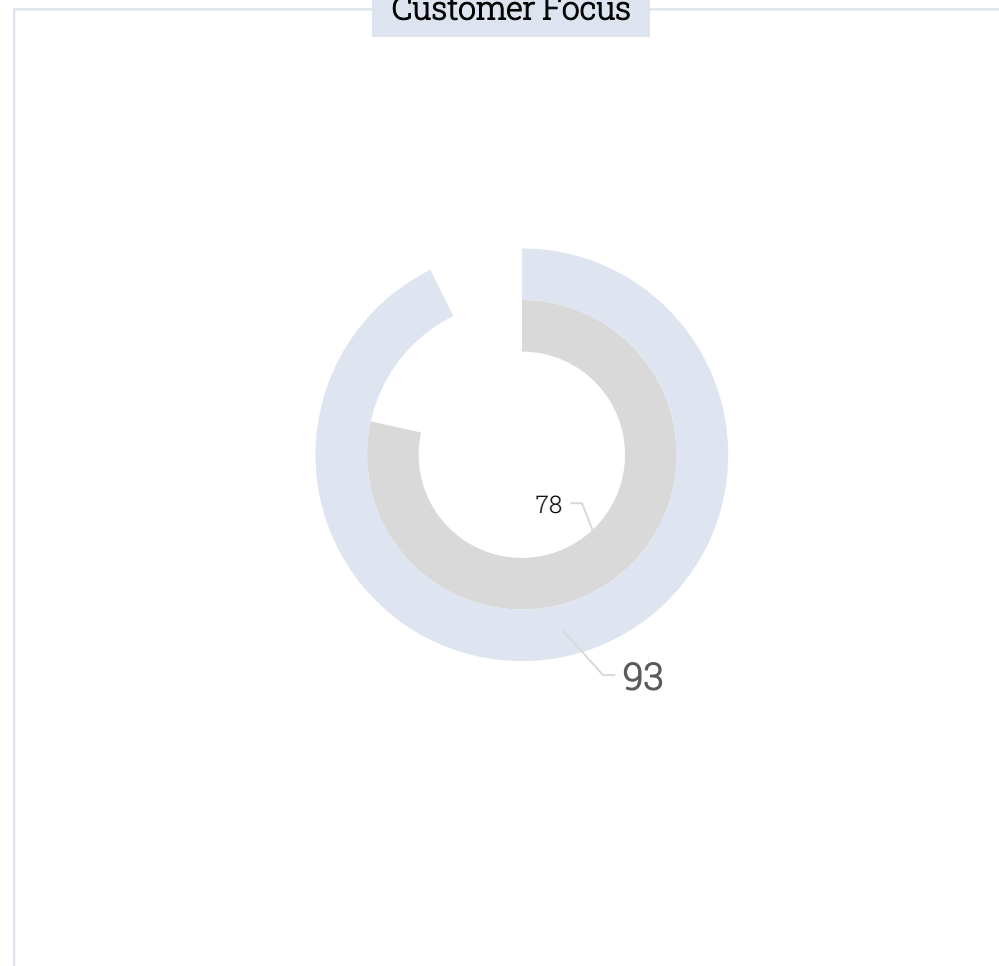


Competencies & Customer Focus: BPSOLUTIONS

Competencies

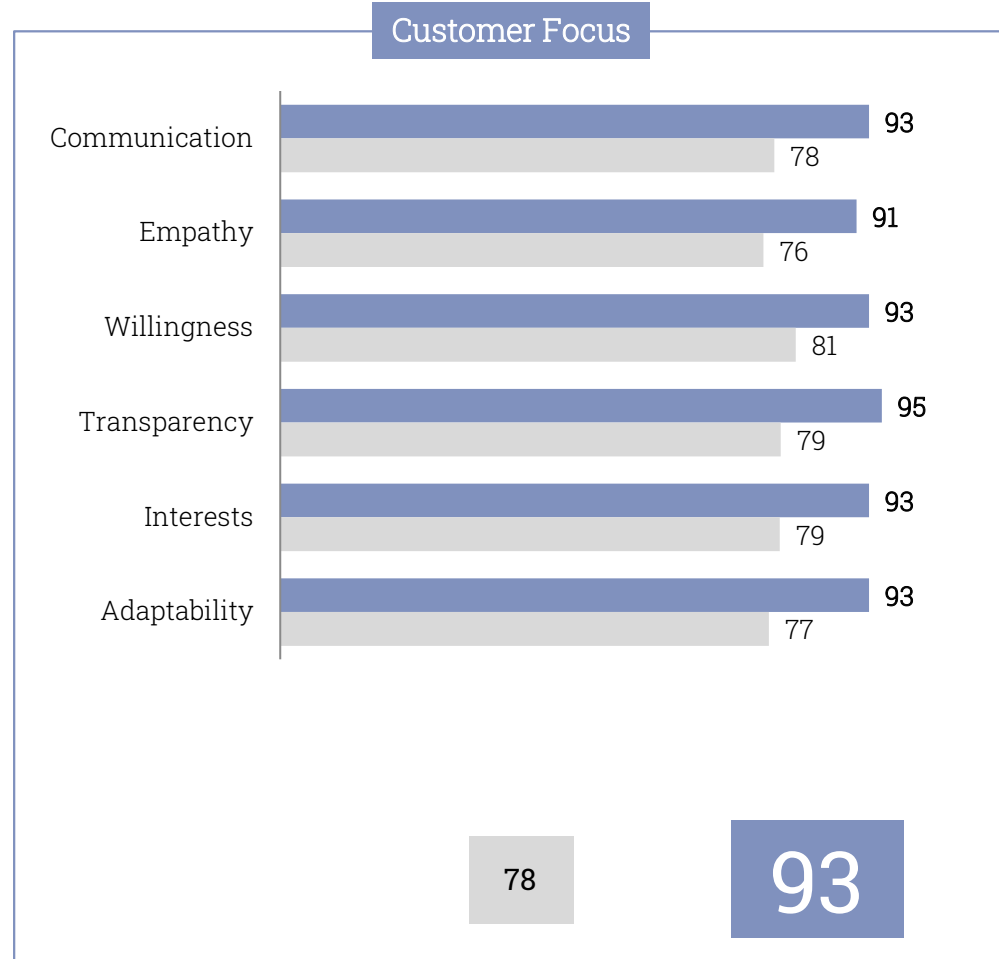
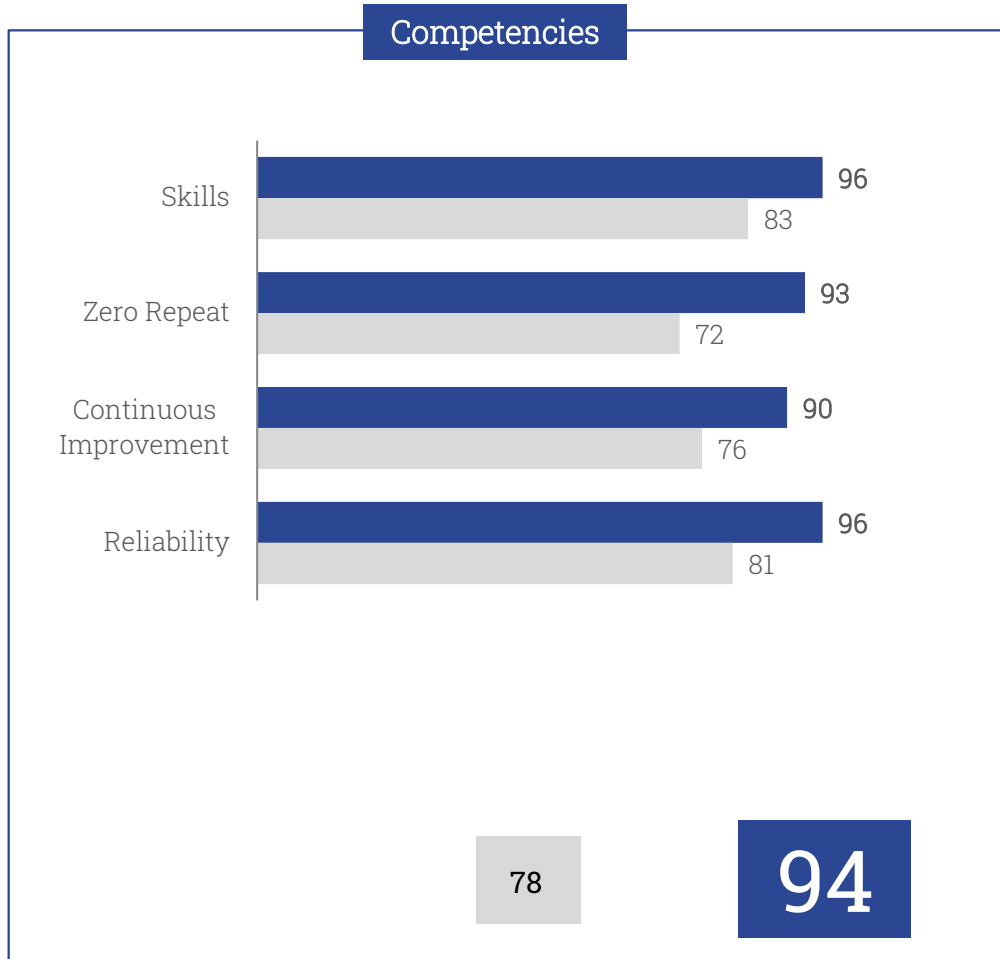


Customer Focus



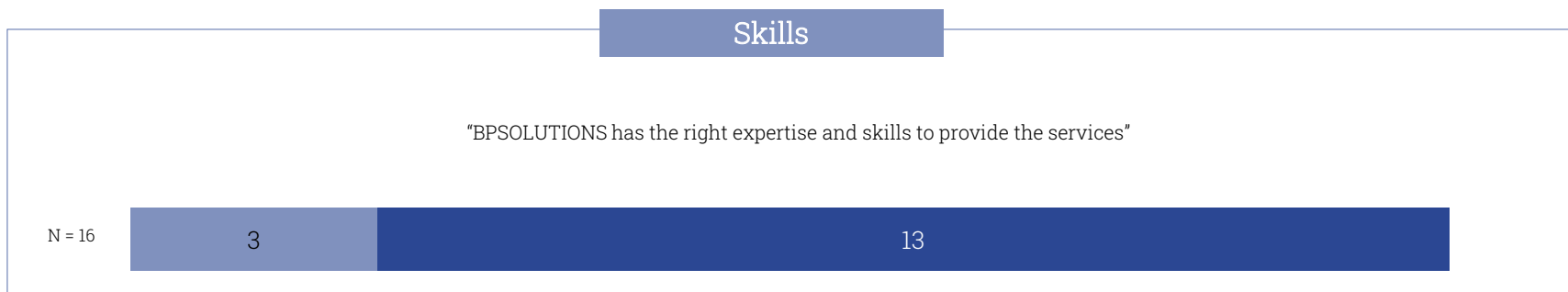
- Score
- Market Average
- Score
- Market Average

Output: Indicators of Competencies & Customer Focus



■ Score
■ Market Average

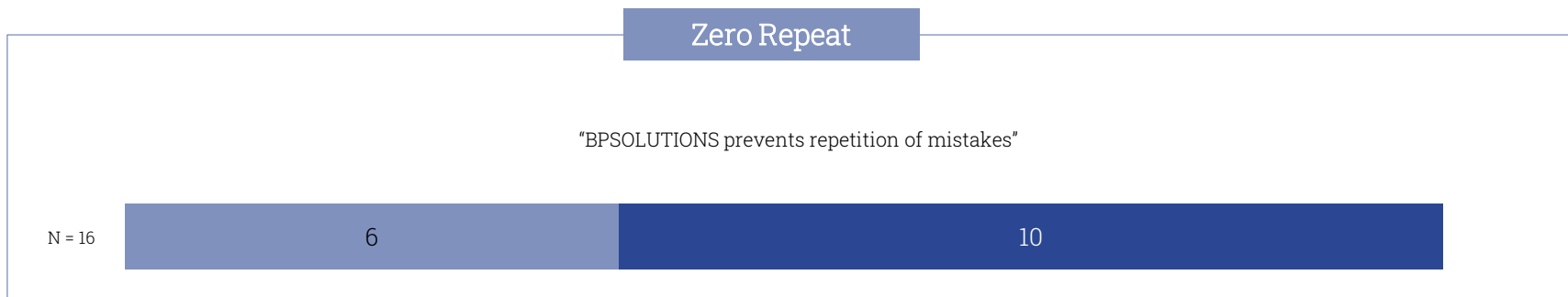
Competencies Breakdown: BPSOLUTIONS



96

83

- Completely Disagree
- Disagree
- Partially Disagree
- Partially Agree
- Agree
- Completely Agree



93

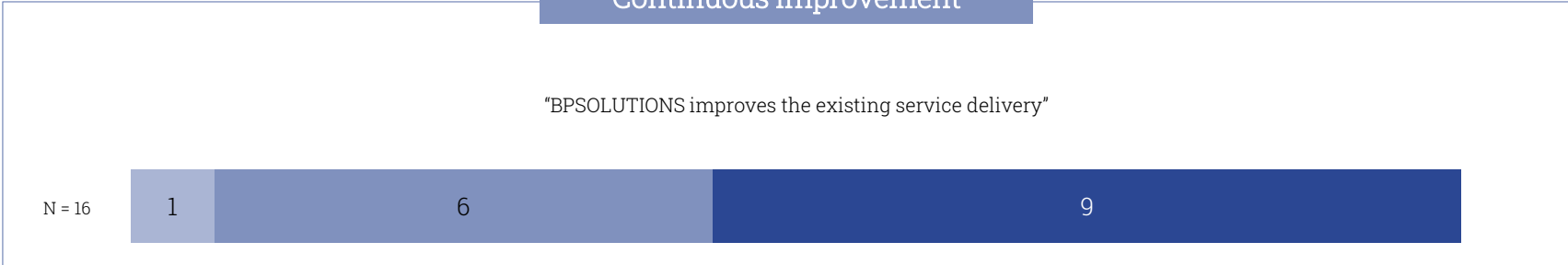
72

- X Score
- X Market Average

Competencies Breakdown: BPSOLUTIONS

Continuous Improvement

"BPSOLUTIONS improves the existing service delivery"



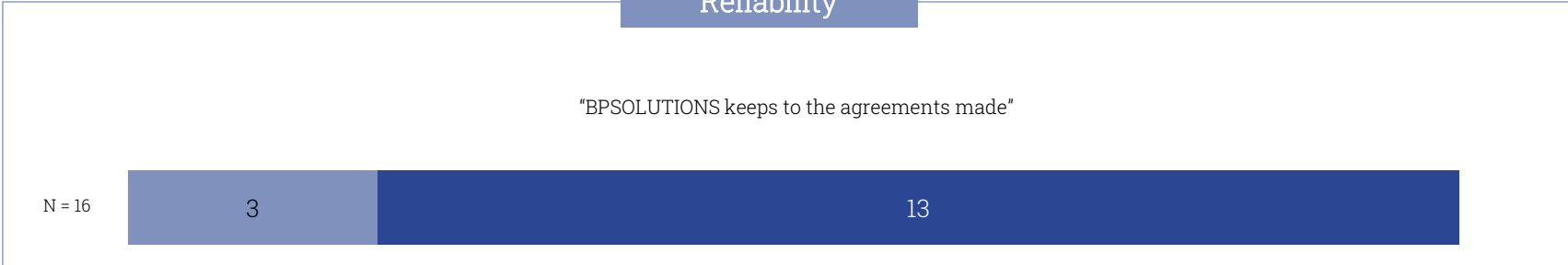
90

76

- Completely Disagree
- Disagree
- Partially Disagree
- Partially Agree
- Agree
- Completely Agree

Reliability

"BPSOLUTIONS keeps to the agreements made"



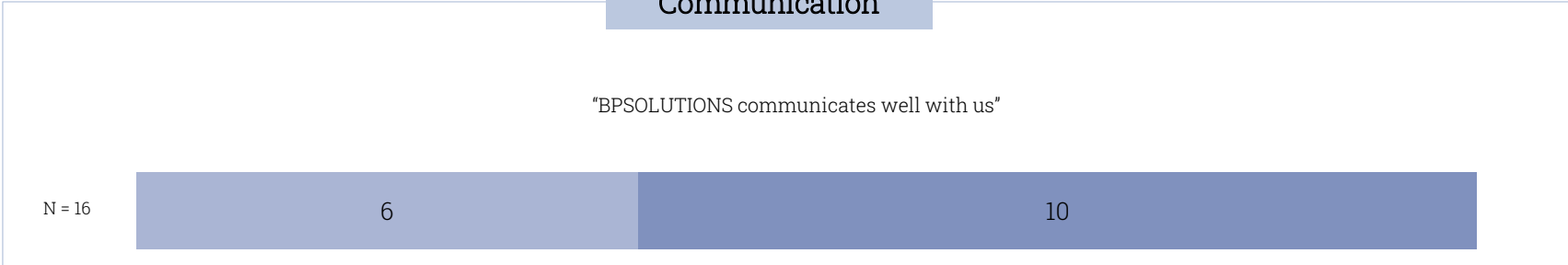
96

81

- X Score
- X Market Average

Customer Focus Breakdown: BPSOLUTIONS

Communication

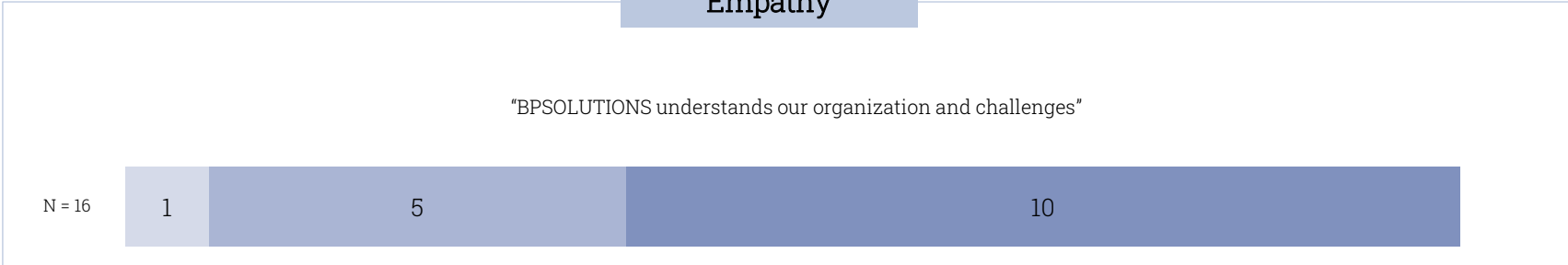


93

78

- Completely Disagree
- Disagree
- Partially Disagree
- Partially Agree
- Agree
- Completely Agree

Empathy



91

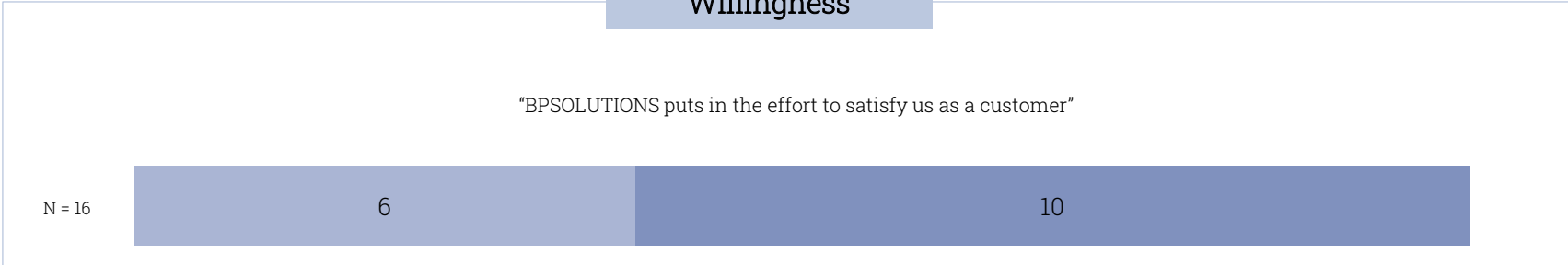
76

- X Score
- X Market Average

Customer Focus Breakdown: BPSOLUTIONS

Willingness

"BPSOLUTIONS puts in the effort to satisfy us as a customer"



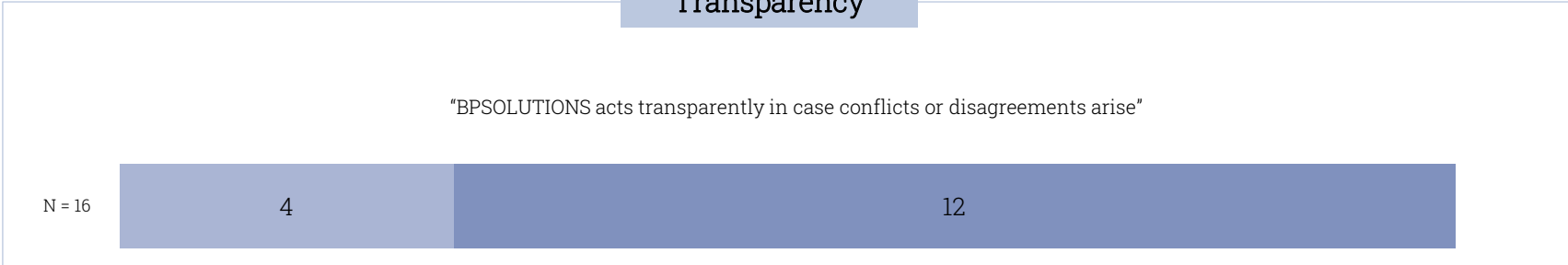
93

81

- Completely Disagree
- Disagree
- Partially Disagree
- Partially Agree
- Agree
- Completely Agree

Transparency

"BPSOLUTIONS acts transparently in case conflicts or disagreements arise"



95

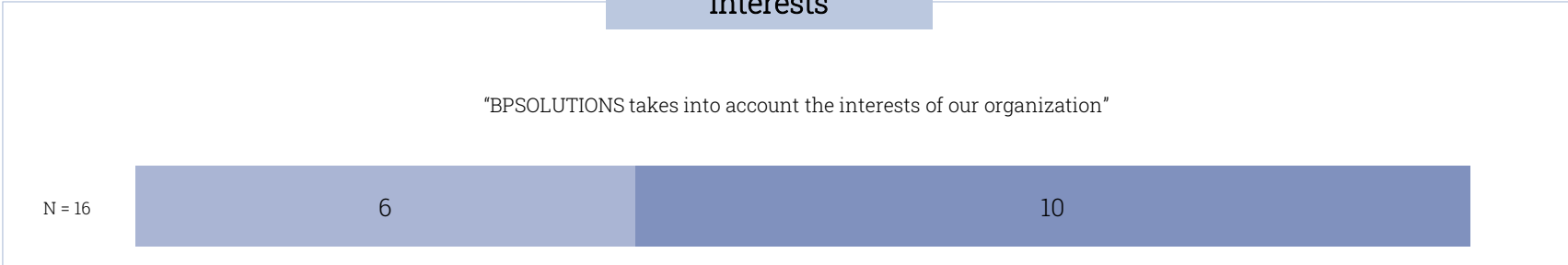
79

- X Score
- X Market Average

Customer Focus Breakdown: BPSOLUTIONS

Interests

"BPSOLUTIONS takes into account the interests of our organization"



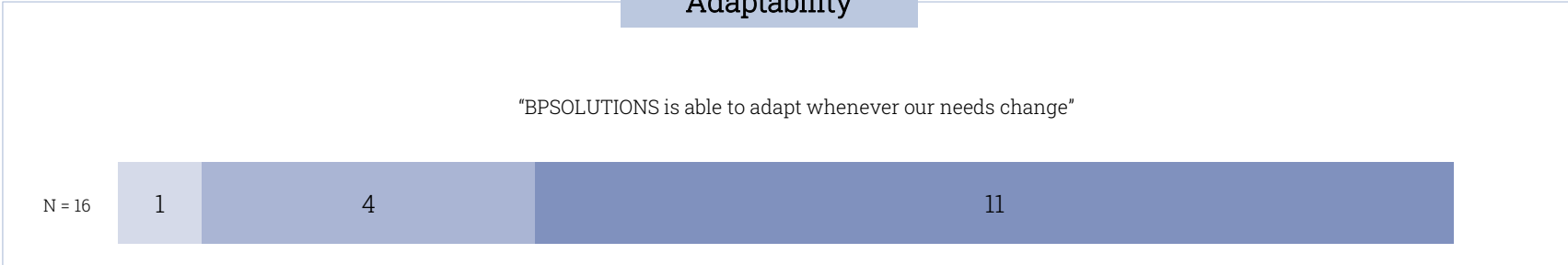
93

79

- Completely Disagree
- Disagree
- Partially Disagree
- Partially Agree
- Agree
- Completely Agree

Adaptability

"BPSOLUTIONS is able to adapt whenever our needs change"

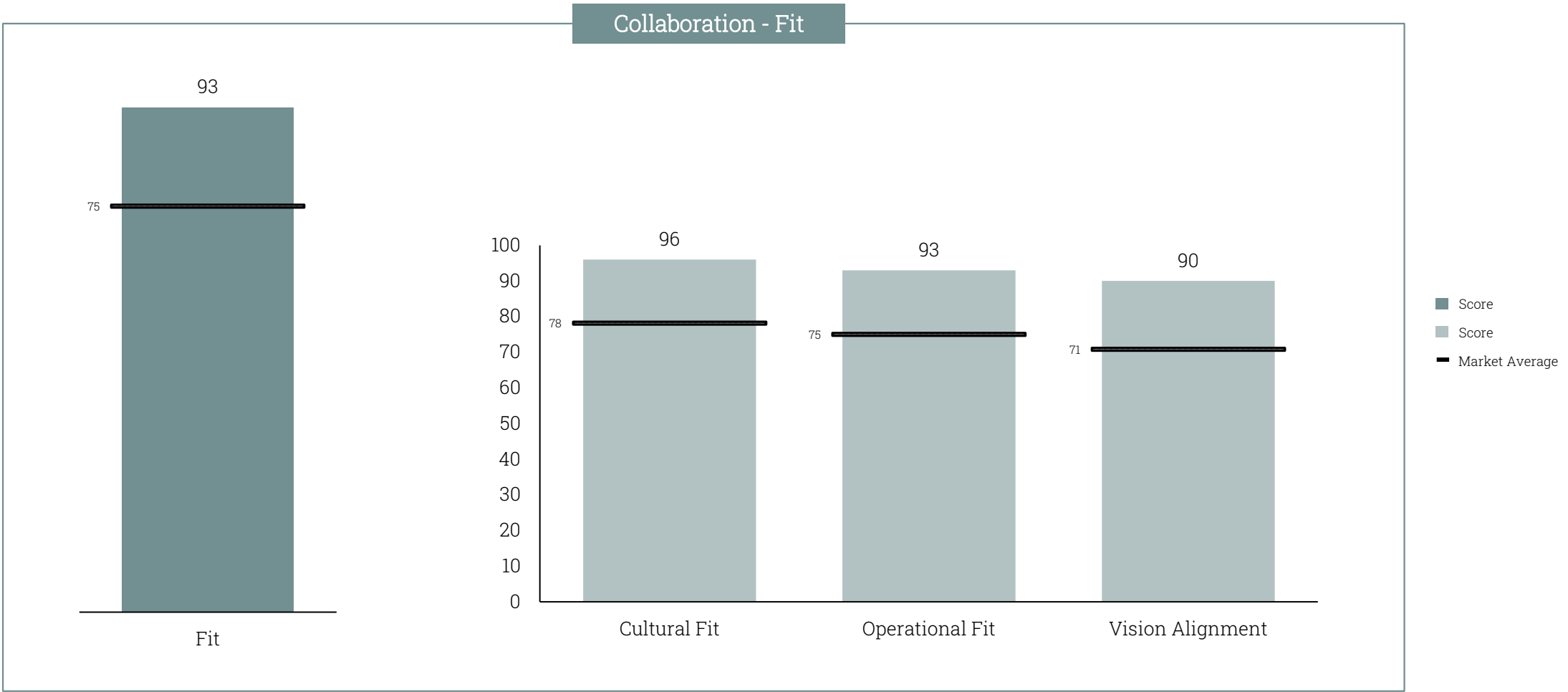


93

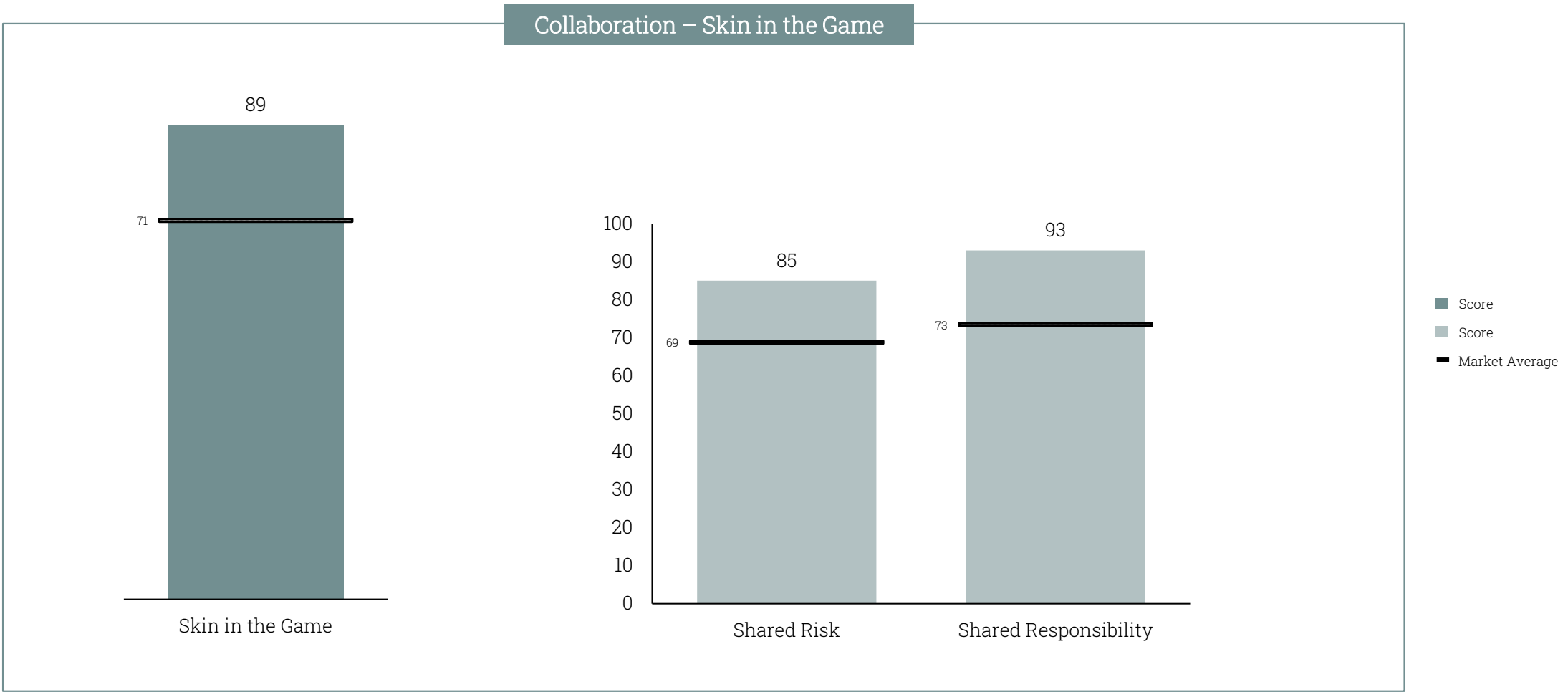
77

- X Score
- X Market Average

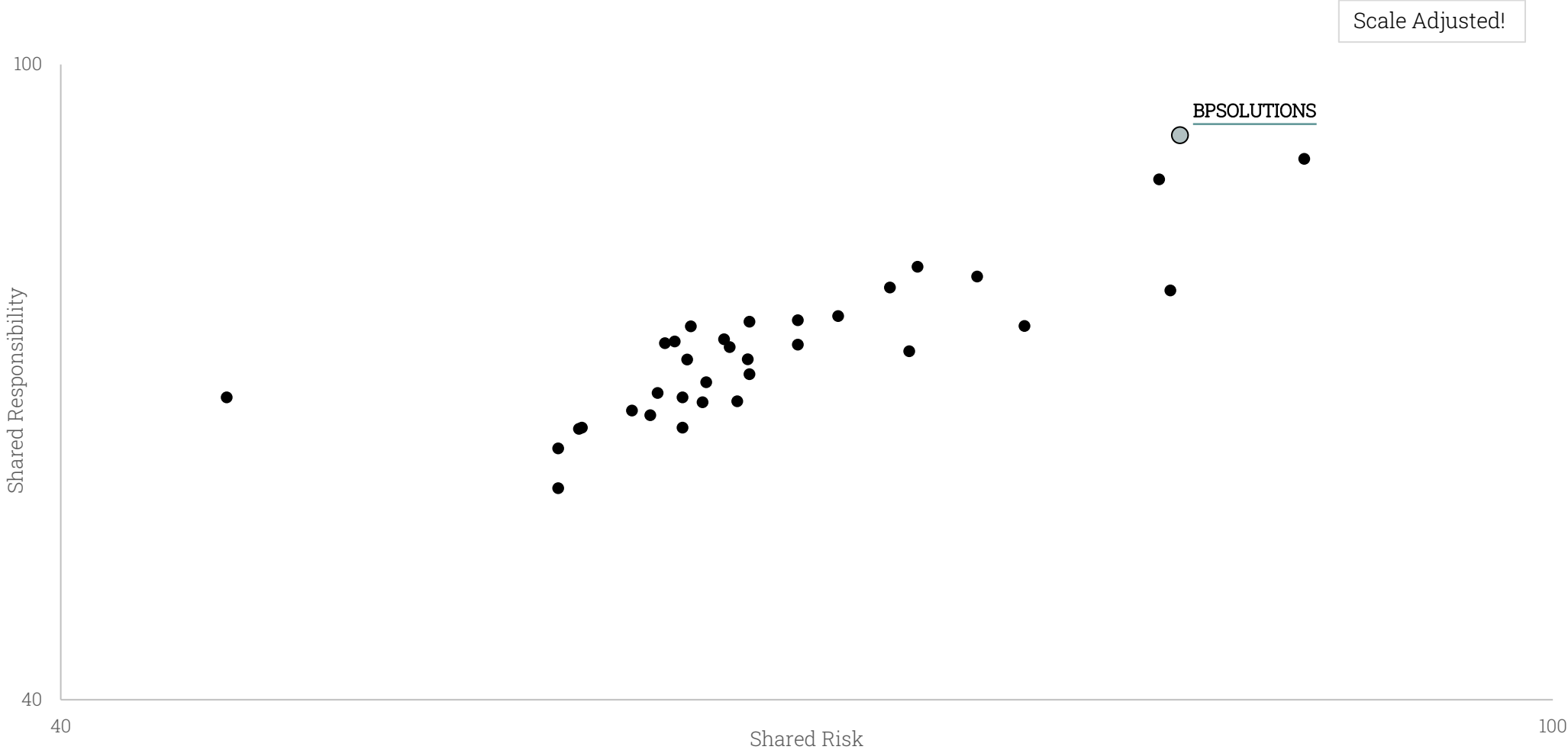
Collaboration: Fit BPSOLUTIONS



Collaboration: Skin in the Game BPSOLUTIONS



Collaboration: Scatter ALL IT Providers



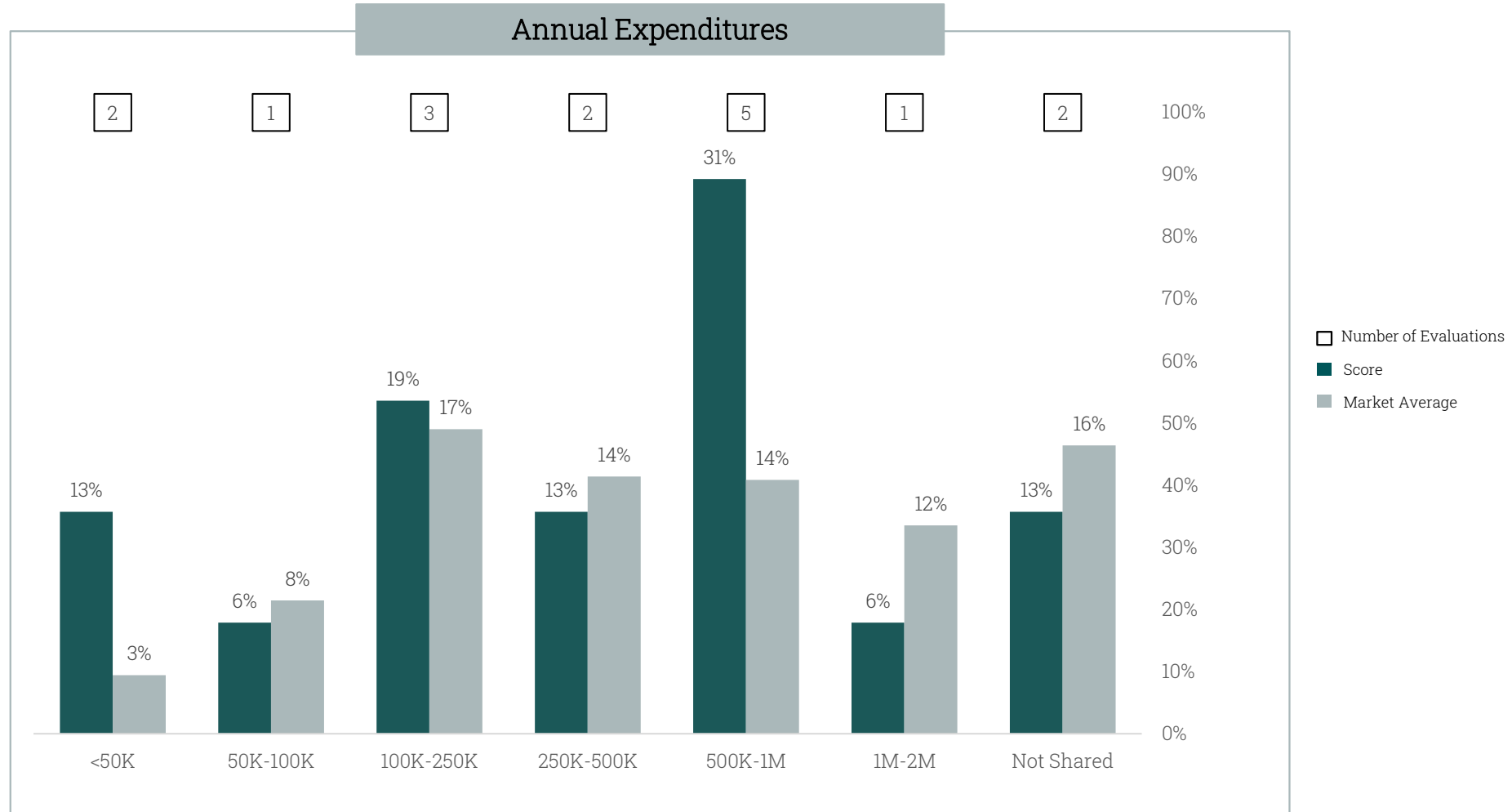
Additional Insights

GIARTE

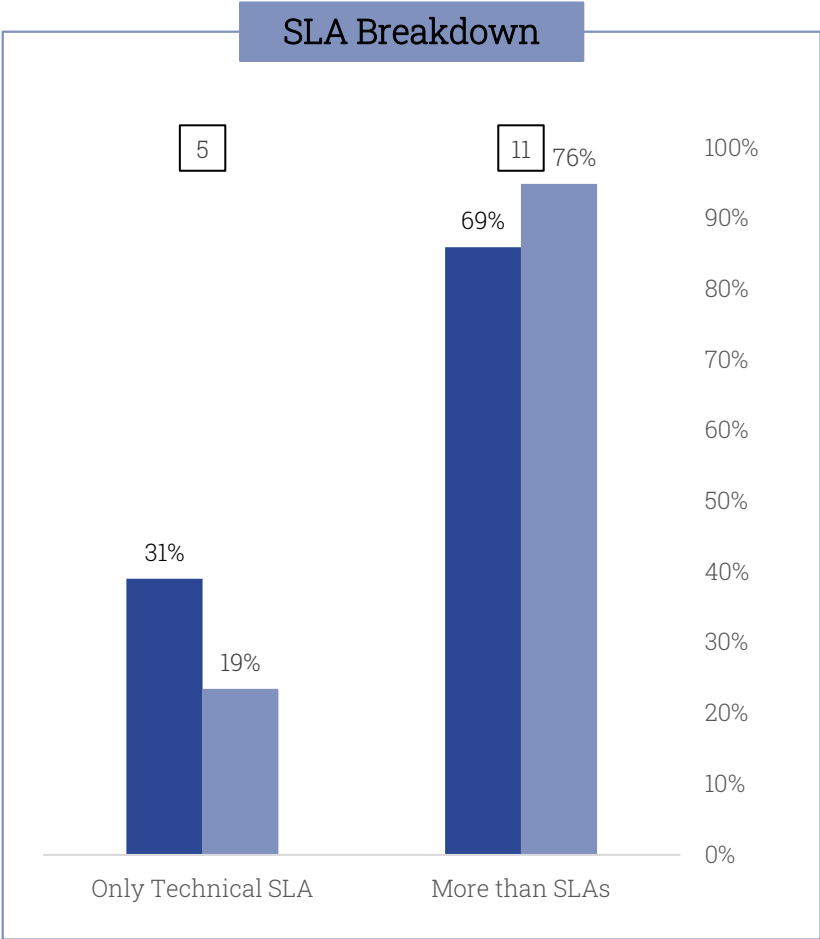
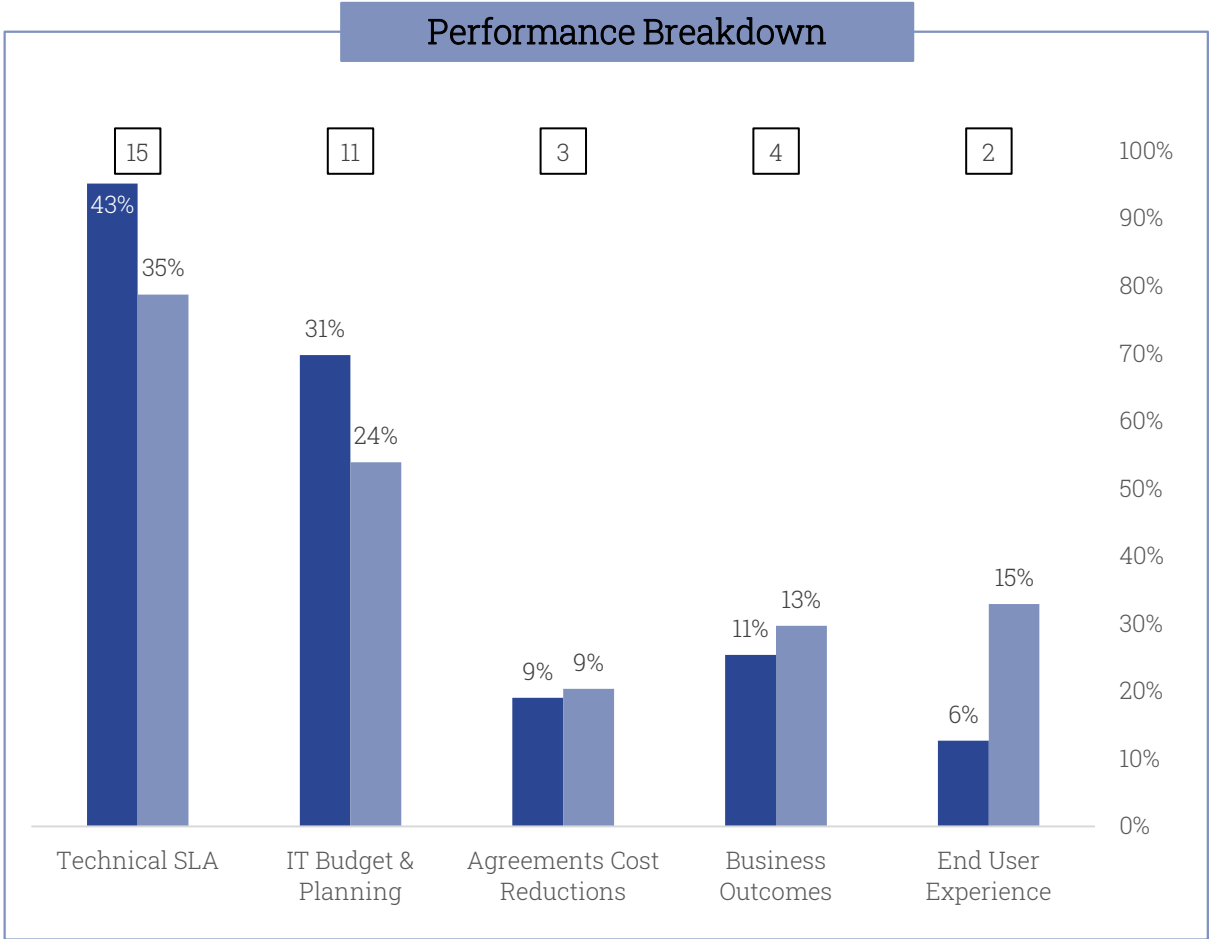
Descriptive Data: Annual Expenditures

Please provide an indication of your company's **annual** expenditures on the services of BPSOLUTIONS

- Less than 50,000 euros **per year**
- 50,000 to 100,000 euros **per year**
- 100,000 to 250,000 euros **per year**
- 250,000 to 500,000 euros **per year**
- 500,000 to 1 million euros **per year**
- 1 to 2 million euros **per year**
- 2 to 5 million euros **per year**
- 5 to 10 million euros **per year**
- More than 10 million euros **per year**

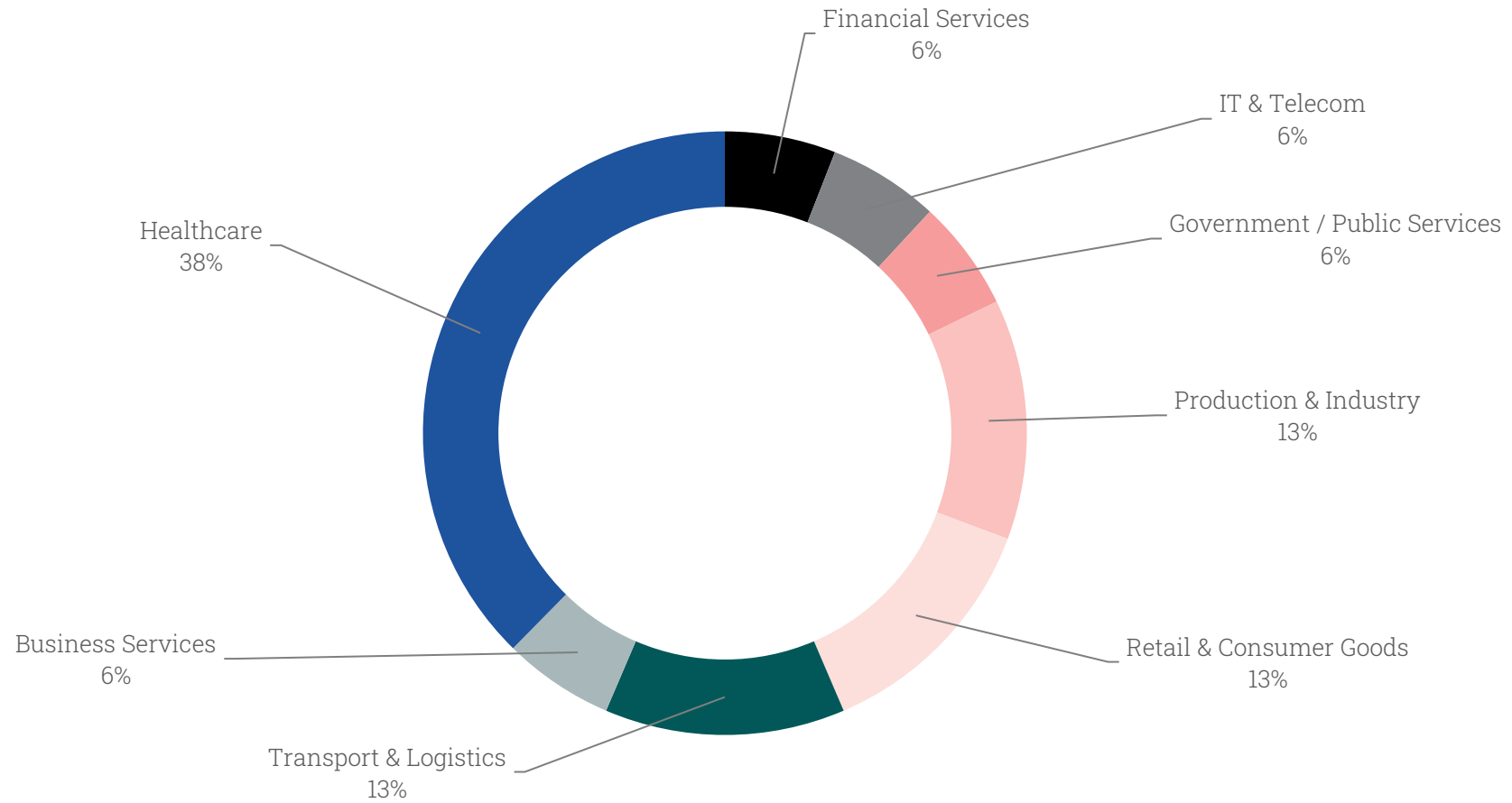


Descriptive Data: Performance Measurement by Customers



Number of Evaluations
 Score
 Market Average

Sectors: BPSOLUTIONS Customer Sectors



Number of evaluations: 16

Appendix

GIARTE

The Giarte IT Xperience Model 2021

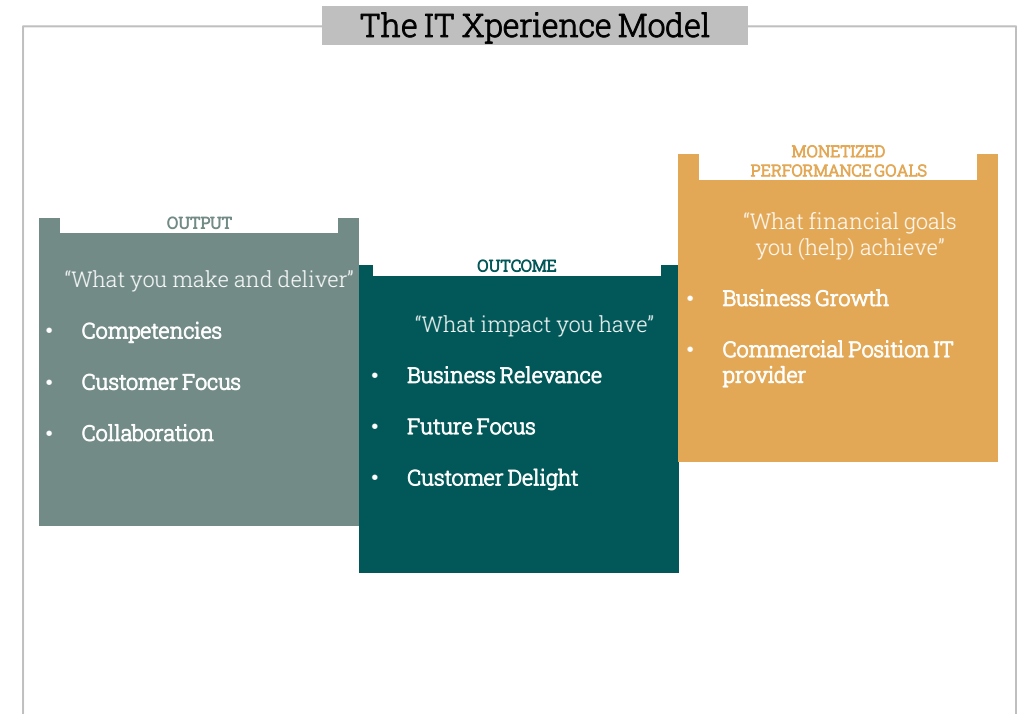
Which buttons can IT providers push to strengthen the relationship with their customers and to create added value?

Giarte answers this question by introducing the IT Xperience model. The model is created based on data insights that Giarte has gathered over multiple years, systematic reviews of various sources and stakeholder validation. The model is also validated based on data of 2021.

The IT Xperience Model consists of three pillars:

Output – Outcome – Monetized Performance Goals

- **Output** is about the quality of the delivered services and/or products. Output consists of Competencies, Customer Focus and Collaboration.
- **Outcome** focuses on the impact of the delivered services and/or products on customer's business. Outcome consists of Business Relevance, Future Focus and Customer Delight.
- **Monetized Performance Goals** refers to the financial opportunities that the collaboration between the IT provider and the customer creates for each of the two parties.



Service and Role Taxonomy

Giarte has defined five different roles that the IT provider can fulfill in the collaboration with the customer. Within the Managed Services role there are six different types of services that are offered by the IT providers.

Managed Services	The IT provider manages IT for the business on a day-to-day basis. Services within the Managed Services role include Technical Application Management (TAM), Workplace Support, Workplace Management, Managed Infrastructure, System Integration and Security Management.
Software Services	Software development and Functional Maintenance. The IT provider develops applications and/or digital products (in e.g., fintech, e-commerce and industry 4.0) and/or manages applications within the client organization. Typical services include building custom-made software and implementation / configuration of (enterprise) platforms (such as Microsoft Dynamics 365, Mendix, Oracle, SAP, Salesforce, ServiceNow).
Data Intelligence	The IT provider develops advanced data solutions for optimizing the business (processes) of the customer. Examples are building and maintaining data lakes, data lifecycle management, business intelligence (BI), artificial intelligence (AI) and Internet of Things (IoT).
Business Technology	The IT provider co-creates and implements technology solutions to substantially improve or to transform the operational excellence or the business model of the client organization. The business of the customer has a leading role, where the IT provider is directly committed to the success of the customers' business.
Interconnected Infrastructure	The IT provider delivers the data center(s) and the necessary data connectivity for hybrid and public cloud environments.

Technical Application Management (TAM)	e.g., code maintenance, patching, application packaging, testing		
Workplace Support	e.g., service desk, self-service, training, onsite support, device management, on/offboarding employees, adoption		
Workplace Management	e.g., back end, unified communication & collaboration, e-mail, office automation (such as Microsoft 365), sign on, license management		
Managed Infrastructure	e.g., hosting, network connectivity, managed cloud services, monitoring		
	Infrastructure Architecture	(Non-) Cloud Hosting	Connectivity Services
System Integration	e.g., application-integration, middleware, database management, cloud migration of applications		
Security Management	Advisory & assessment, monitoring & mitigation, protection & prevention		
	Advisory & Assessment E.g., security governance, risk & compliance management, penetration testing, ethical hacking, security awareness	Monitoring & Mitigation E.g., threat, vulnerability & attack monitoring, security operation center, incident response	Protection & Prevention E.g., end-point security, access security, network security, application security, data security

The role and/or service is applicable for BPSOLUTIONS:

- Yes (sufficient evaluations received for calculating a Satisfaction Score)
- Yes (insufficient evaluations received)

Overview of IT providers and their Roles and Services (within Managed Services)

Role	Accenture	Atos	Avantage	Axians	BPSOLUTIONS	Capgemini	Gegeka	Conclusion	Detron	DXC Technology	Endava	Fujitsu	Activity	Ilionx	Interxion	Intermax	Korton	KPN	Levi9	NEH Group	NetRom	OGD	Open Line	Proact	Proserve	Schuberg Philis	Sentia	SLTN	Sogeti	Solvinity	Telindus	T-Systems	Valid	Wortell
Managed Services	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Software Services	✓	○	○	○		✓	○	✓		○	✓			✓					✓	○	✓	○	○			✓	○	○	○	○		○	○	○
Data Intelligence	○	○		○	○	○	○	○		○	○	○		✓					○	○		○				○	○	○	○			○	○	○
Business Technology	○	○		○		○	○	○		○	○	○		○				○	✓		○					○	○	○	○			○		○
Interconnected Infrastructure									○					○	○	○		○		○			○			○	○	○			○		○	
Managed Service																																		
Technical Application Management	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	○	✓	✓			✓	✓	✓	✓		✓	✓	○	○	✓	○	✓	✓	✓		✓	✓	○
Workplace Support		○	✓	○		○	✓	✓	✓	○	○	✓	✓	✓	○	○	✓	✓	✓	✓		✓	✓	○			✓	○	✓			✓	✓	○
Workplace Management		○	✓	○		○	✓	✓	✓	○	○	✓	✓	✓	○	○	✓	✓	✓	✓		✓	✓	○		○	✓	○	✓			✓	✓	✓
Managed Infrastructure	○	✓	✓	✓	✓	✓	✓	✓	✓	○	○	✓	✓	✓		✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	○	✓	✓	✓	✓	✓	✓
System Integration	✓	✓	○	○	○	✓	✓	✓	✓	○	○	○	✓	✓			✓	✓	✓	✓		✓	○	○	✓	✓	✓	○	✓		✓	✓	✓	✓
Security Management	○	✓	✓	○	○	✓	✓	✓	✓	○	○	○	✓	✓	✓	✓	✓	○	✓	✓		✓	✓	○	✓	✓	✓	○	✓	✓	○	✓	✓	✓

Sectors Explained

SECTORS

In the sectors figure all customers of BPSOLUTIONS have been divided into different sectors (in percentages). The division of these sectors can be found in the table on the right.

Disclaimer

When a service provider **has not** received evaluations in a particular sector, this does not always mean they are not represented in this sector. For example, customers from specific sectors may have not provided an evaluation by participating in this year's study, or contracts may have not reached the minimum required amount to be included in the study.

SECTOR	EXAMPLES:
Financial Services	Banks, insurance, fintech, investors, trading
IT & Telecom	IT service providers, ISV, wholesale, telecom
Education	Lower and higher education, mbo, hbo, university, e-learning
Government/Public Services	(Local/regional/national) governments, government instances, defence, police, courts of justice, libraries, utility services organizations
Production & Industry	Agriculture, cattle breeding, fishing, car industry, manufacturing, pharmaceuticals, oil, gas, minerals and chemicals industry organizations, construction and engineering organizations
Retail & Consumer Goods	Retail, consumer goods (including food)
Transport & Logistics	Transport, airlines, maritime sector organizations, storage facilities, logistics and supply chain
Housing	Housing and housing construction
Business Services	Consultancy & Advisory, research, HR, PR, communication services, real estate
Healthcare	Cure, care, ggz, general practitioners, medical equipment
Other	Other organizations that cannot be classified in above mentioned organizations, such as animal care, media, recreation, legal, NGO

Competencies & Customer Focus Score

Respondents are presented with ten different statements, and they are asked to indicate the extent to which they disagree or agree with each of them. The first four statements measure the level of *Competencies*. The average score of the four Competencies indicators forms the Competencies Score. The remaining six statements measure the level of *Customer Focus*. The average score of the six Customer Focus indicators forms the Customer Focus Score.

Completely disagree	Disagree	Partially disagree	Partially agree	Agree	Completely agree
0 points	20 points	40 points	60 points	80 points	100 points

Respondents rate each statement by choosing one of the above answers (ranging from Completely disagree to Completely agree). Greater agreement with a statement offers more points and contributes to higher total scores (for Competencies or Customer Focus).

Competencies Indicators

- Skills**
"BPSOLUTIONS has the right expertise and skills to provide the services"
- Zero Repeat**
"BPSOLUTIONS prevents repetition of mistakes"
- Continuous Improvement**
"BPSOLUTIONS improves the service delivery"
- Reliability**
"BPSOLUTIONS keeps to agreements made"

Customer Focus Indicators

- Communication**
"BPSOLUTIONS communicates well with us"
- Empathy**
"BPSOLUTIONS understands our organization and challenges"
- Willingness**
"BPSOLUTIONS puts in the effort to satisfy us as a customer"
- Transparency**
"BPSOLUTIONS acts transparently in case conflicts or disagreements arise"
- Interests**
"BPSOLUTIONS takes into account the interests of our organization"
- Adaptability**
"BPSOLUTIONS is able to adapt whenever our needs change"

Collaboration

Respondents are presented with five different statements, and they are asked to indicate the extent to which they disagree or agree with each of them. The first three statements measure the level of *Fit*. The average score of the three Fit indicators forms the Fit Score. The remaining two statements measure the level of *Skin in the Game*.

Completely disagree	Disagree	Partially disagree	Partially agree	Agree	Completely agree
0 points	20 points	40 points	60 points	80 points	100 points

Respondents rate each statement by choosing one of the above answers (ranging from Completely disagree to Completely agree). Greater agreement with a statement offers more points and contributes to higher total scores (for Fit or Skin in the Game). Because Vision Alignment, Shared Risk and Shared Responsibility are not applicable to every relationship, they also include the answer option "Not Applicable".

Fit

- Cultural Fit**
"BPSOLUTIONS fits with the culture of our organization"
- Operational Fit**
"Our organization and BPSOLUTIONS have compatible organizational practices"
- Vision Alignment**
"Our strategic vision and goals are aligned with those of BPSOLUTIONS"

Skin in the Game

- Shared Risk**
"Our organization and BPSOLUTIONS share risks and consequences"
- Shared Responsibility**
"Our organization and BPSOLUTIONS share responsibility for the end-result"

Future Focus

Respondents are presented with two different statements, and they are asked to indicate the extent to which they disagree or agree with each of them. The two statements measure the level of *Future Focus*. The average score of the two Future Focus indicators forms the Future Focus Score.

Completely disagree	Disagree	Partially disagree	Partially agree	Agree	Completely agree
0 points	20 points	40 points	60 points	80 points	100 points
<p>Respondents rate each statement by choosing one of the above answers (ranging from Completely disagree to Completely agree). Greater agreement with a statement offers more points and contributes to higher total scores (for Future Focus). Because Business Agility and Goal Attainment are not applicable to every relationship, they also include the answer option "Not Applicable".</p>					

Future Focus

Business Agility

"BPSOLUTIONS helps us to adjust to relevant market changes"

Goal Attainment

"BPSOLUTIONS helps us to achieve our strategic goals of the next two years"

Business Relevance

Respondents are presented with seven different statements, and they are asked to indicate the extent to which they disagree or agree with each of them. The first three statements measure the level of *Development*. The average score of the three Development indicators forms the Development Score. The next two statements measure the level of *Operation*. The average score of the two Operation indicators forms the Operation Score. The last two statements measure the level of *Services*. The average score of the two Services indicators forms the Services Score.

Development

Business Innovation

"BPSOLUTIONS helps us to introduce new growth areas (e.g. services, products, processes and/or business models) "

Technological Innovation

"BPSOLUTIONS helps us to develop innovative technological solutions "

Business Flexibility

"BPSOLUTIONS helps us to increase our business flexibility"

Operation

Business Continuity

"BPSOLUTIONS helps us to ensure our business continuity "

Risk Mitigation

"BPSOLUTIONS helps us to mitigate potential business risks "

Services

Quality of Services

"BPSOLUTIONS helps us to improve the quality of our services and/or products"

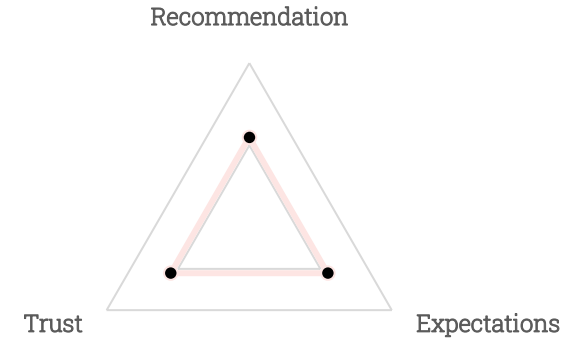
Improved End User Satisfaction

"BPSOLUTIONS helps us to increase the satisfaction of our end-users with our services and/or products "

Completely disagree	Disagree	Partially disagree	Partially agree	Agree	Completely agree
0 points	20 points	40 points	60 points	80 points	100 points
Respondents rate each statement by choosing one of the above answers (ranging from Completely disagree to Completely agree). Greater agreement with a statement offers more points and contributes to higher total scores (for Future Focus). Because these indicators are not applicable to every relationship, they also include the answer option "Not Applicable".					

Customer Delight & Fan Score

Respondents are presented with three different statements about *Recommendation*, *Trust* and *Expectations*. They are asked to indicate the extent to which they would recommend the IT provider (Recommendation), the extent to which they trust the IT provider (Trust) and the extent to which the IT provider meets their expectations (Expectations). The average score of the three Customer Delight indicators forms the Customer Delight Score.



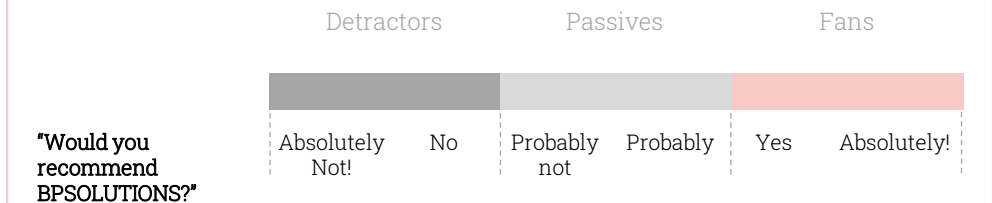
Questions, Answer Categories and Scoring

Questions	Answer categories					
"Would you recommend BPSOLUTIONS?"	Absolutely Not!	No	Probably not	Probably	Yes	Absolutely!
"To what extent do you trust BPSOLUTIONS?"	Not at all	Very Little	Rather little	Rather much	Much	Very Much
"To what extent does BPSOLUTIONS meet your expectations?"	Not at all	Very Little	Rather little	Rather much	Much	Very Much
<i>Scoring</i>	0 points	20 points	40 points	60 points	80 points	100 points

Fan Score

The Fans Score is based on the indicator Recommendation. Based on their answers, respondents are divided into three groups: Detractors, Passives and Fans. The Passives group contains the cut-off point between negative and positive responses, namely "probably not" and "probably". Giarte calls customers *Superfans* when they would *absolutely(!)* recommend their IT provider.

The Fan Score, but also the Detractor and Passive Scores, are presented as percentages of the total number of evaluations for the IT provider.



* Customer Delight and its indicators are new metrics in the ITX Monitor. No comparison with the scores of previous year(s) is possible
 ** Regarding the Fan Score and Distribution: only the % of Fans will be published in the Giarte ITX yearbook. The metric is comparable with previous years.
 **** The Super Fan score is not published in the Giarte ITX yearbook

Role and Service Satisfaction Score

Question for Role and Service Satisfaction Score:

"Can you please rate your level of satisfaction with the services you outsource to BPSOLUTIONS?"

1 stands for extremely dissatisfied and 10 stands for extremely satisfied."

Respondents select up to three roles the IT provider fulfills in the collaboration. Next, they are asked to rate their level of satisfaction with each of the selected roles on a scale from 1 to 10.

In the case the respondent selects the role Managed Services, the respondent can also select and rate these services. After calculating the average score per service type, which is weighted based on the number of evaluations per service type, an average Satisfaction Score for Managed Services is calculated.

Roles

Managed Services

Software Services

Data Intelligence

Business Technology

Interconnected Infrastructure*

Managed Services

Technical Application Management

Workplace Support

Workplace Management

Managed Infrastructure

System Integration

Security Management

* The role Interconnected Infrastructure is not part of the study and therefore none of the IT providers received a score for this role. Giarte does indicate whether the IT provider offers this role as a stand-alone service in the IT provider service portfolio

Business Growth Customer

Respondents are presented with three different statements, and they are asked to indicate the extent to which they disagree or agree with each of them. The first statement measures the extent to which the respondents believe the IT provider contributes to their competitive advantage (*Competitive Advantage*). The second statement measures the extent to which the respondents believe the IT provider contributes to their revenue (*Sales*). The third statement measures the extent to which the respondents believe the IT provider contributes to a reduction of their operational costs (*Operational Costs*). The average score of the three Business Growth indicators forms the Business Growth Customer Score.

Completely disagree	Disagree	Partially disagree	Partially agree	Agree	Completely agree
0 points	20 points	40 points	60 points	80 points	100 points
Respondents rate each statement by choosing one of the above answers (ranging from Completely disagree to Completely agree). Greater agreement with a statement offers more points and contributes to higher total scores (for Future Focus or Business Growth Customer). Because the indicators are not applicable to every relationship, they also include the answer option "Not Applicable".					

Business Growth Customer

Competitive Advantage

"BPSOLUTIONS helps us to increase our competitive advantage"

Sales

"BPSOLUTIONS helps us to increase our revenue"

Operational Costs

"BPSOLUTIONS helps us reduce our operational costs"

Commercial Position IT Provider

Respondents are presented with two different questions, and they are asked to indicate the extent to which they would be willing to make specific financial choices. The first statement measures the extent to which the respondent wants to renew or extend the current contract (*Reletting*). The second statement measures the extent to which the respondent would consider outsourcing additional services or buying new products from the service provider (*Share of Wallet*). The average score of the two Commercial Position indicators forms the Commercial Position Score.

Absolutely not!	No	Probably not	Probaby	Yes	Absolutely!
0 points	20 points	40 points	60 points	80 points	100 points
Respondents rate each statement by choosing one of the above answers (ranging from Absolutely not! to Absolutely!). Greater agreement with a statement offers more points and contributes to higher scores (for Reletting or Share of Wallet).					

Reletting

"If you had a choice, would you outsource the current IT services to BPSOLUTIONS again in the future?"

Share of Wallet

"In case your organization would seek to outsource additional IT services that fit the portfolio of BPSOLUTIONS, would BPSOLUTIONS be considered to provide these services?"

Cloud

Respondents who have indicated that they outsource hybrid or public cloud management to a IT provider are presented with six different statements and they are asked to indicate the extent to which the IT provider has achieved specific objectives in the area of hybrid or public cloud according to them.

Cloud

Stability

"The applications have become more stable and resilient"

Monitoring

"The applications can be monitored (almost) in real time"

Cost Management

"Costs and use of resources are optimized"

Architecture

"(New) applications and business features can easily be added"

Enabler

"Our business can easily make use of public cloud capabilities, such as Data analytics, AI and Machine Learning"

Autonomy

"Our organization can develop, manage and optimize public cloud applications on its own"

Not at all	Very little	Rather little	Rather much	Much	Very much
0 points	20 points	40 points	60 points	80 points	100 points
Respondents rate each statement by choosing one of the above answers (ranging from Not at all to Very Much). Greater agreement with a statement offers more points and contributes to higher scores (for Cloud). Because the indicators are not applicable to every relationship, they also include the answer option "Not Applicable".					

Security

Respondents who have indicated that they outsource security management services are presented with four different statements and they are asked to indicate the extent to which the IT provider has achieved specific objectives in the area of managed security according to them.

Not at all	Very little	Rather little	Rather much	Much	Very much
0 points	20 points	40 points	60 points	80 points	100 points

Respondents rate each statement by choosing one of the above answers (ranging from Not at all to Very Much). Greater agreement with a statement offers more points and contributes to higher scores (for Security). Because the indicators are not applicable to every relationship, they also include the answer option "Not Applicable".

Security

Resolution

"BPSOLUTIONS responds quickly and adequately when security issues arise"

Monitor

"BPSOLUTIONS shows us which threats are prevented and how those threats are deterred (technically and organizationally)"

Proactivity

"BPSOLUTIONS proactively advises our organization about security and makes sure that we follow this advice"

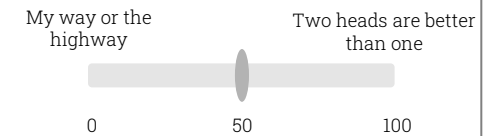
Strategy

"BPSOLUTIONS shows an integral vision on digital security (e.g. risk policy, security framework and security governance)"

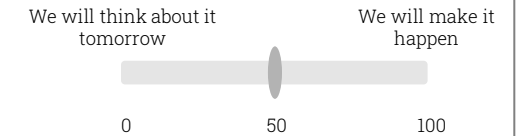
Cooperation & Proactivity

Respondents are presented with two different statements, and they are asked to indicate the position that best fits BPSOLUTIONS. The first statement measures *Cooperation*. The second statement measures *Proactivity* (for the calculations see the table on the right).

Respondents answer each question by moving the slider (ranging from 0 to 100) to the left or to the right. Moving the slider further to the left (values below 50) indicates a greater 'My way or the highway' attitude, whereas moving the slider further to the right (values above 50) indicates a greater 'Two heads are better than one' attitude.



Respondents answer each question by moving the slider (ranging from 0 to 100) to the left or to the right. Moving the slider further to the left (values below 50) indicates a greater 'We will think about it tomorrow' attitude, whereas moving the slider further to the right (values above 50) indicates a greater 'We will make it happen' attitude.



Cooperation

"What attitude does BPSOLUTIONS show in the collaboration with your organization?"

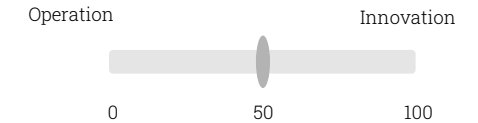
Proactivity

"What attitude does BPSOLUTIONS show in the collaboration with your organization?"

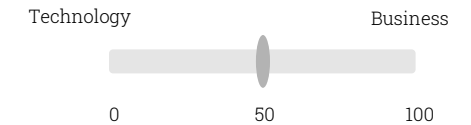
Current & Desired Focus

Respondents are presented with four different questions. In the first two questions, and they are asked to indicate the position that *currently best describes* BPSOLUTIONS in terms of 'Operation versus Innovation' and 'Technology versus Business'. The combined values based on the answers on the two questions (see the table on the right for the calculation) are used for creating the Current Focus (index). In the following two questions, the respondents are asked to indicate the position *that they would like to describe* BPSOLUTIONS in terms of 'Operation versus Innovation' and 'Technology versus Business'. The combined values based on the answers on the two questions (see the table on the right for the calculation) are used for creating the Desired Focus (index).

Respondents answer each question by moving the slider (ranging from 0 to 100) to the left or to the right. Moving the slider further to the left (values below 50) indicates a greater focus on Operation, whereas moving the slider further to the right (values above 50) indicates a greater focus on Innovation.



Respondents answer each question by moving the slider (ranging from 0 to 100) to the left or to the right. Moving the slider further to the left (values below 50) indicates a greater focus on Technology, whereas moving the slider further to the right (values above 50) indicates a greater focus on Business.



Current Focus

Operation versus Innovation

"According to you, what is the current focus of BPSOLUTIONS?"

Technology versus Business

"According to you, what is the current focus of BPSOLUTIONS?"

Desired Focus

Operation versus Innovation

"Given the needs of your organization, where would you like BPSOLUTIONS to focus more strongly?"

Technology versus Business

"Given the needs of your organization, where would you like BPSOLUTIONS to focus more strongly?"

About the Monitor

The annual ITX Monitor of Giarte is, since 2002, the 'Go-To' guide for organizations searching for information about the IT services market in the Netherlands. Through this Monitor, Giarte aims to increase transparency in the IT services market and help organizations to build the best partnerships. Companies and institutions use the results of the research for market orientation and selection processes, but also as a source of inspiration for improving their relationship with their IT provider(s). The ITX Monitor results are also presented in detail to IT providers who wish to improve their services and to increase their distinctive capabilities. Based on the data of this research, Giarte's analysts share valuable insights and offer targeted advice among others through presentations and workshops.

The yearly research of Giarte changed its name from Outsourcing Performance to IT Xperience. The name change was done because of the broader range of business-, and technology-based collaborations and partnerships that are included in the study, which now encompasses a wider range than just traditional outsourcing. Furthermore, experience plays a crucial role in successful, sustainable relationships between IT providers and outsourcing organizations. The IT Xperience Monitor measures the perception on the customer side of the market among the senior management, such as CIOs and vendor managers, and is conducted independently of IT providers.

Find out more on: itx.giarte.com or giarte.com

GIARTE

Master the Art of a Perfect IT Experience

About Giarte

Giarte is a bunch of strategic minds in customer experience and research. We bring touch to tech. Our strong suit is making experience – the subjective and internal responses of customers and users – tangible. By achieving this, we ideate and design systems for creating the perfect IT experience. We have three service lines: rethink, reveal and reshape.

Challenging norms leads to innovation. Giarte is the founder of the Xperience level agreement (XLA®), a methodology to understand your customers, workforce and business through a human lens. We turn the tables by changing mindsets, training skill sets and delivering the tool sets to capture and improve experience.

Giarte is based in the vibrant city of Amsterdam, home to one of the widest varieties of nationalities of any city in the world. We work on a global scale with our team and partners. Technology providers, public institutions and large companies collaborate with us.

Find out more on: giarte.com

GIARTE

Embed XLA throughout the Organization

The Giarte Academy

As creators of XLA, we coordinate the development of this philosophy with our partners. We design, facilitate and license XLA training courses. Our goal? Empower IT organizations and service providers to put the value of IT at the center of their modus operandi.

The Academy welcomes people from diverse backgrounds, such as DevOps, customer operations, software development, service delivery, service improvement, customer success management, sourcing management and UX / CX experts. All courses are open to individuals and groups from one organization. The shared language and mindset, that's what most participants see as the greatest asset of the Academy. Processes and rules will always be necessary but working from the same idea of value really gives IT teams wings.

GIARTE

Want to become a master in Xperience Management and XLA as well?

We offer three courses:

1. [Introduction to Xperience Management and XLA®](#)
2. [NTA8038 XLA® Framework](#)
3. [Basics of Xperience Management and XLA®](#)

Find out more on: academy.giarte.com

GIARTE

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perfect IT experience

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