



HORIZONS REPORT

Energy and Utilities Service Providers, 2025

**An assessment of the leading consulting, technology, and
business services providers in the energy and utilities industry**

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Excerpt for Hitachi Digital Services

“

The Energy and Utilities industry must transition while it's still an option. AI is proving value in an old sector during a push for optimization and continued (yet too slow) decarbonization. However, transition planning is nowhere near the level it should reach.

There is still time to lead as an individual, team, or firm across emerging tech and sustainability. Make it personal. Be part of systems change.

This study examined the E&U industry's overall story: enterprises must improve their transition plans and ecosystem collaboration, maximize innovation and ensure security through new, clear governance, address a continued talent crisis, and find new positive proactive customer experiences.

The Horizons market analysis also outlines how the consulting, technology, and services industry must enhance its ecosystem orchestration and co-innovation with systemically important companies that can drive the systems change that technology and the energy transition need.

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Josh Matthews

Practice Leader, HFS Research

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1

Introduction and executive summary

Introduction

- The energy and utilities (E&U) industry is being reshaped, and it's a bumpy process—sometimes it seems rapid, other times much less so. That disruption goes beyond addressing the climate emergency and energy transition. Emerging technologies, including AI, physical-digital combinations such as grid upgrading, and outcomes such as creating genuinely positive customer experiences (CX) are also top of mind for enterprise business and technology teams.
- This all means an economically, socially, and environmentally pivotal role for the consulting, technology, and services companies, helping enterprises meet their goals. The sphere of influence is massive. But does the ambition match?
- The **HFS Horizons 'Energy and Utilities Service Providers, 2025'** report assesses how well service providers are helping their E&U clients embrace innovation and realize value across three distinct Horizons:
 - **Horizon 1:** The ability to drive functional optimization outcomes through cost reduction, speed, and efficiency.
 - **Horizon 2:** Horizon 1 + enablement of the **OneOffice** model of end-to-end organizational alignment across the front, middle, and back offices to drive unmatched stakeholder experience.
 - **Horizon 3:** Horizon 2 + ability to drive the **OneEcosystem** synergy via collaboration across multiple organizations with common objectives around driving entirely new sources of value.
- The report evaluates the capabilities of **23 service providers** across the HFS E&U services value chain based on a range of dimensions to understand the **why, what, how, and so what** of their offerings.
- It highlights the **value-based positioning** for each participant across the three distinct Horizons. It also includes **detailed profiles** of each service provider, outlining their **provider facts, strengths, and development opportunities**.
- The report is **global in scope** and offers critical insights to enterprises of all shapes and sizes, service providers offering E&U services, and ecosystem partners.

Executive summary

- 1 The leaders in a growing market**

We assessed the 23 leading consulting, technology, and business service providers for the E&U sector across their value propositions (the why), execution and innovation capabilities (the what), go-to-market strategy (the how), and market impact criteria (the so what). The firms comprising Horizon 3 market and systems-changing leadership are (in alphabetical order) Accenture, Capgemini, Cognizant, EY, Hitachi, Infosys, LTIMindtree, Publicis Sapient, TCS, and Wipro. Horizon 2 firms powerfully work across organizational silos. Horizon 1 firms execute efficiently. (page 23). The E&U services market is also growing: Revenues, headcounts, and client numbers grew 44%, 36%, and 17% over the past three years.
- 2 The CIO agenda and how efficiency drives AI, emerging technology, and the energy transition**

The E&U industry is focused on efficiency above all else. This clarity is an unmissable opportunity to align technology suite, including AI in its various forms, toward shared goals throughout organizations and ecosystems such as optimization and decarbonization ([we deep dive here](#)). The industry also needs clarity from its CIOs. In targeting efficiency, tech, systems, and process must connect, with security ensured and innovation maximized ([we outline this agenda here](#)).
- 3 The industry talent crisis continues—it must transition while it's still an option**

E&U enterprises are calling for transition planning across sectors ([we highlight here](#)). The industry should transition while 'leading' is still an option ([we called for this in launching this study](#)). Collectively, as an industry, we must improve our ability to communicate the benefits to the planet, people, and business. The energy industry has also faced a decade-long talent problem connected to its unsustainability. The sector is not seen as high-tech either. Energy needs new, ambitious, and diverse talent to address the climate and sustainability emergency and adapt to technologies such as AI ([we assess how E&U can find its best self here](#)).
- 4 The utilities vision is a positive, proactive CX; digital grids also see investment but need collaboration**

Utilities must go beyond providing a neutral CX. Combinations of emerging technology, including smart meters and GenAI, will win out by producing new positive customer experiences and outcomes for customers—and doing so proactively. Demand is also not reaching a critical mass in EV or broader distributed energy networks. A lack of systems collaboration between tech, regulators, industry, and consumers hampers new successful market design.
- 5 Voice of the customers and partners**

Reference checks were conducted with active clients and partners of the study participants (page 15). Co-innovation with major industry clients is a clear differentiator, as are efficiency and execution. The depth of domain knowledge stands out among providers that use a similar language. Ambition for systems-changing AI and sustainability also separates the best from the good.

2

HFS' E&U services value chain and sources of data

The HFS E&U industry value chain, 2025

| Industry pillars | Energy and Utilities | | | | |
|------------------|--|---|---|--|---|
| | Upstream generation and exploration | Midstream transmission and transportation | Downstream processes, distribution | Retail & Customer Management | Complementary Capabilities |
| | <ul style="list-style-type: none"> Power generation Upstream exploration Renewable energy integration Distributed energy systems Upstream asset management, maintenance Asset digital twins and optimization Energy storage solutions Power plant automation Water sourcing Field service management | <ul style="list-style-type: none"> Grid operations High-voltage transmission Grid modernization Power system protection Grid cybersecurity Power quality monitoring Energy management systems (EMS) Grid digital twins Renewables into grid Water transmission Trading and shipping Wholesales operations | <ul style="list-style-type: none"> Energy distribution Refining and chemicals Process management Distribution automation Load balancing Fault detection, resolution Smart grid solutions Consumer generation Power outage management Water distribution Water leak detection | <ul style="list-style-type: none"> Customer billing, service Demand-side management Smart metering and IoT solutions Customer acquisition and retention Billing and invoicing Customer analytics Customer experience EV charging rollout and management Digital meter-to-cash Franchise management | <ul style="list-style-type: none"> Energy trading and analytics Risk management Energy-as-a-service Environmental, social, and governance (ESG) Sustainability (see energy transition below) Capital projects management and engineering Wastewater treatment and management |
| Sustainability | The Energy Transition | | | | |
| | Decarbonization Biodiversity Waste Water Just transition Energy and economic security Affordability Governance Mining and resources Circularity Transition finance New energy technologies Upskilling and retraining Business model reprogramming | | | | |
| Horizontal | Cross-functional processes | | | | |
| | Asset management Risk Compliance Audit and reporting Workforce incl. health and safety Environmental monitoring Legal Finance ESG Cybersecurity | | | | |
| | Enabling technologies | | | | |
| | Cloud AI/ML incl. GenAI Analytics Digital twin IoT Blockchain Automation SaaS Intelligent document processing | | | | |
| | Horizontal business processes | | | | |
| | Customer care Human resources Procurement and sourcing Finance and accounting Data management Supply chain management | | | | |
| | Horizontal IT processes | | | | |
| | Software engineering Application development and management Applications modernization Cybersecurity Data modernization IT operations | | | | |

Sources of data

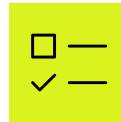
This Horizons research report relies on myriad data sources to support our methodology and help HFS obtain a well-rounded perspective on service capabilities of the participating organizations covered in our study. Sources are as follows:



Briefings and information gathering

HFS conducted detailed **briefings** with E&U service providers.

Each participant submitted specific **supporting information** aligned with the assessment methodology.



Reference checks

We conducted reference checks with **29 active clients and 30 active partners** of the study participants via survey-based and telephone interviews.



HFS Pulse

Each year, HFS fields multiple demand-side surveys in which we include detailed vendor rating questions.

For this study, we leveraged our fresh-from-the-field HFS Pulse study data from Energy and Utilities decision-makers at enterprises.



Other data sources

Public information such as news releases and websites.

Ongoing interactions, briefings, virtual events, etc., with in-scope vendors and their clients and partners.

3

Market dynamics

Our key learnings while conducting this study (1/2)

1

Energy's talent crisis continues: The solution starts with transparency

The E&U industry has been facing a decade-long talent problem. It is not seen as high-tech or sustainable. It needs new, ambitious, and diverse talent to address the climate and broader sustainability emergency and adapt to developing technologies such as AI. The challenge in attracting early and mid-career professionals is particularly daunting. Understandably, the industry is assessing its long-term prospects, especially in oil and gas. Its only hope is transparency about the past and present, with radical ambitions for the future, bringing in talent capable of addressing both its own and the world's challenges ([here is our deeper assessment](#)).

2

A focus on efficiency gives hope to both AI and decarbonization

The E&U industry is focused on efficiency above everything else. This gives energy firms an unmissable opportunity to align their technology suites, including AI in its various forms, toward shared goals throughout their organizations and ecosystems, such as optimization and decarbonization. Overwhelmingly targeting efficiency is helping energy companies across the value chain to navigate the uncertainty of global markets and geopolitics. Surprisingly, given the current news cycle, it is pushing forward the decarbonization of existing oil and gas assets (though not quickly enough; [read more here](#)).

3

Positive, proactive customer experience is the future vision

The emerging frontier is the utilities industry. It goes beyond providing a satisfactory resolution to problems, with neutral CX at best. Through combinations of emerging technologies, including smart meters and GenAI, utility companies will win by delivering new positive customer experiences and outcomes. They are doing this proactively without relying on complex adoption processes, given that customers are increasingly time-constrained and fatigued by the global cost-of-living crisis.

4

The energy CIO agenda is to build new governance that maximizes IT-OT innovation securely

Two years ago, less than 50 percent of senior energy transition enterprise leaders collaborated internally over their transition goals, and collaboration dropped significantly throughout the ecosystem. Their plans to work across ecosystems over the next two years have not changed much. Disconnects remain, [even among innovation teams in the near and medium term](#), and certainly with the overarching business strategy (the technology strategy). This results in missed opportunities—for example, leveraging the data, analytics, and baselining going into ESG reporting.

The industry needs new clarity from its CIOs. As it mercilessly targets efficiency, technology, systems, and processes must play an interconnected role—ensuring security in a streamlined way that maximizes innovation from AI to the energy transition (see page 14 and [read our detailed agenda here](#)).

Our key learnings while conducting this study (2/2)

5

Co-innovation is a major differentiator for enterprises and providers

Enterprises are increasingly taking ownership of their technology initiatives rather than outsourcing them, which is why co-innovation is growing significantly. It allows enterprises to jointly test and deploy customized solutions and bespoke applications and future-proof their infrastructure against upcoming technologies. Smart service providers are already establishing joint innovation studios with their clients, typically leveraging outcome-based models to explore exciting opportunities such as GenAI applications. While co-innovation is a differentiator today, we expect it to become commonplace in the E&U ecosystem if providers want to remain competitive.

6

Energy enterprises call for transition planning across sectors

Organizations that build and execute transition plans gain a platform for resilience, competitive advantage, and long-term sustainability and value. Successful transition planning requires: (i) a clear link between sustainability, financial value, and incentives throughout the organization; (ii) a strategy aligning internal and external system dynamics; (iii) live updates to reflect technological and regulatory changes; and (iv) transparent communication with stakeholders to build trust and credibility. Organizations that build such transition plans will lead the coming decades. Policymakers, consumers, and businesses will reward and look to them as examples for their own transitions (check our [series of E&U leaders on transition planning](#)).

7

Digital grids and distributed energy: Ecosystems are not collaborative enough

Demand is not reaching a critical mass for the utilities industry to go all in on EV networks and broader distributed energy. Societal systems and behavior change are slow. Despite theoretical benefits, electric vehicle (EV) and distributed energy adoption by the public and businesses is not where it should be to meet the energy transition and broader climate and sustainability emergency. A lack of system-wide collaboration between major players, tech firms, regulators, and beyond hampers new and successful market design. No one wants to move first alone.

8

The future of the energy transition

E&U firms should transition while leading is still an option. A successful energy transition will work for everyone. Collectively, as an industry, we must improve our ability to tell the story of the benefits to the planet, people, and business: clean air and water, a stable climate and biodiversity, sustainable businesses, happier employees, sufficient resources, less waste, affordable energy, and warm/cool homes as needed, less anxiety and improved health, calmer commuting and closer communities, better news and less conflict, and stable, fulfilling jobs contributing to these possible futures ([read more here](#)).

The energy CIO agenda: New governance can maximize IT-OT innovation securely

Industry outcomes



- Energy transition and broader sustainability
- Energy and resource security
- Affordability and a just transition
- Efficiency, optimization, and profit
- Positive, proactive customer experiences

Underpinned by



- Physical and cybersecurity
- Innovation and agility
- Aligned strategy, operations, and technology teams
- Cross-organizational and ecosystem collaboration
- Overcoming enterprise 'debt' barriers

The CIO agenda



A new governance mindset and systems that maximize IT-OT innovation securely

- Embed ops leaders early in innovation planning and deployment processes, not just IT and R&D
- Balance security with agility, continuously evaluated to avoid unnecessary innovation burdens
- Streamline innovation and ops collaboration, aligning planning cycles, preventing bottlenecks
- Pioneer governance models that align the company strategy and goals with innovation and security
- Establish clear decision-making authority, arbitrating between security, quality, and speed

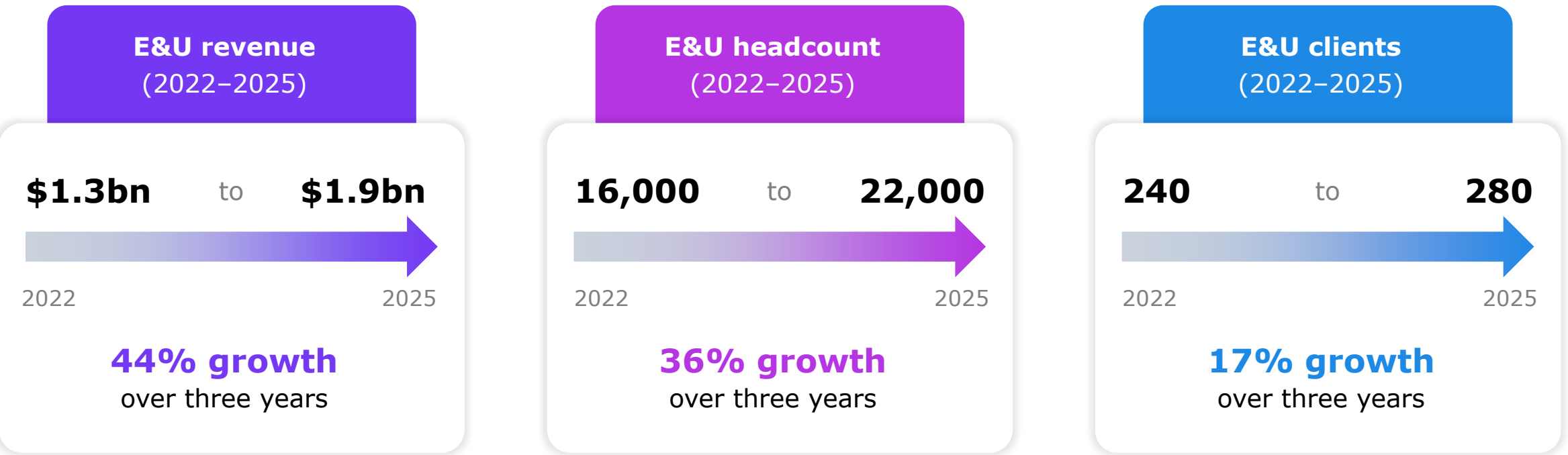
The bottom line



E&U CIOs can lead a new wave of pragmatic governance to unlock IT-OT innovation

E&U services sizing

Averages against the 8 large, comparable services firms that disclose their E&U breakdowns across our 2022 and 2025 market analysis



Source: HFS Research, 2025

While clients are happy with the providers, they still look for innovation and proactiveness, and focus on the value proposition

| | <div>Value proposition</div> <div></div> | <div>Execution and innovation</div> <div></div> | <div>GTM strategies</div> <div></div> | <div>Market impact</div> <div></div> |
|-----------------------|---|---|---|--|
| What is so great? | <div><div>1. Strategic partnerships</div><div>2. Agile responsiveness</div><div>3. Strong domain capabilities</div><div>4. Client understanding</div><div>5. Professional execution</div></div> | <div><div>1. Excellent execution</div><div>2. Robust organizational capabilities</div><div>3. Reliability</div><div>4. Domain expertise</div><div>5. Vast pool of resources</div></div> | <div><div>1. Market intelligence integration</div><div>2. Excellent marketing capabilities</div><div>3. Focused investments in GTM</div><div>4. Flexible commercial models</div><div>5. Strong partnerships</div></div> | <div><div>1. Transformative relationship</div><div>2. Consistent high-quality service</div><div>3. Proactive problem-solving</div><div>4. High flexibility and outcomes</div><div>5. Transparent and collaborative</div></div> |
| What can be improved? | <div><div>1. Strategy is missing</div><div>2. Weak differentiation</div><div>3. Poor communication</div><div>4. Low innovation</div><div>5. Lacks clarity</div></div> | <div><div>1. Could be more innovative</div><div>2. Dependence on the SMEs</div><div>3. Require proactive solutions</div><div>4. Predictive solutions</div><div>5. Needed integration capabilities</div></div> | <div><div>1. Learn intricacies</div><div>2. Focus on clarity</div><div>3. Less mature</div><div>4. No visibility</div><div>5. Learn from other clients</div></div> | <div><div>1. Improve niche areas</div><div>2. Learn the customers' business</div><div>3. Strengthen the value proposition</div><div>4. Limited visibility in outcomes</div><div>5. Some areas still need maturity</div></div> |

Sample: HFS Horizons survey of E&U service providers; 29 clients and 30 partner references
Source: HFS Research, 2025

E&U industry's GenAI and agentic AI solutions by value chain

| Upstream generation and exploration | Midstream transmission and transportation | Downstream processes, distribution | Retail and customer management | Complementary capabilities |
|--|---|--|--|---|
| <ul style="list-style-type: none"> AI-driven real-time monitoring and predictive maintenance. Autonomous remote restart/stop workflows, rapid diagnostics, and performance tuning. GenAI assistant for real-time support in planning and executing drilling operations. Utilize AI to extract information from geotechnical borehole reports to minimize the need for manual interpretation. Co-pilot for geologists and petrotechnical engineers in data interpretation and modeling. AI/ML models to forecast oilwell production, fine-tune network models, and analyze sensor data. A digital twin for the drilling fleet to improve field operations, performance monitoring, and safety compliance. Voice-enabled assistants for real-time, hands-free data entry from the field. | <ul style="list-style-type: none"> Enterprise documents are searchable for quick resolutions in the field with GenAI. AI agents analyze real-time market data to optimize commodity trading portfolios. Agentic AI detects, quantifies, and acts on emissions across pipelines. AI-powered simulations enhance logistics optimization and detect risks in transport infrastructure. AI models forecast and reduce gas flaring using sensor data and predictive analytics. Machine vision and analytics in identifying pipeline leaks. AI supports route planning, scheduling, and asset tracking for pipeline and marine logistics. Monitoring pipelines and predicting leaks are key focuses. AI models maintain application reliability during extreme weather conditions. AI-led platforms provide real-time threat detection and response in control systems. | <ul style="list-style-type: none"> GenAI tools are used to identify inefficiencies and recover lost steam energy. Layered AI models forecast input-output dynamics to maximize yield and reduce waste. Innovative fault tree solutions, powered by GenAI, diagnose and detect anomalies in refining units. Intelligent assistants provide support for operational decisions and maintenance forecasting. AI detects financial inefficiencies and optimizes procurement processes. The system continuously optimizes energy usage and distribution in real time without human intervention. GenAI is leveraged to optimize plant operations and manage emissions effectively. Automated analysis of high-risk refinery components is conducted using AI and digital twins. Real-time schedule adjustments are made to improve operational agility. | <ul style="list-style-type: none"> Use GenAI for efficient contract searches and KYC automation Analyze energy usage for informed decisions and suggest changes via apps. AI copilots enhance call center efficiency and customer satisfaction. Predictive AI optimizes load balancing and grid interactions. CX improves service with virtual assistants and sentiment analysis. Automate billing processes and support marketing with Digital Billing AI and Retail Persona Copilot. Forecast energy needs and process advanced metering infrastructure (AMI) 2.0 data for customer insights. | <ul style="list-style-type: none"> A GenAI-powered platform for automated investment planning, reporting, and AI-driven decision-making against ROE targets. Having an agentic AI to monitor and advise on carbon data analysis Deployed digital agents for planning and documentation of large-scale infrastructure projects. Enabled AI-driven grid reliability forecasting for asset reliability and distributed energy resources (DER) forecasting. Optimized EV charging with AI management for real-time demand response. A Net-Zero Command Center to monitor emissions and recommend efficiency actions. Document summarization and code generation in IT service management. Sustainability analytics models to forecast emissions and suggest reduction strategies. AI-powered training simulations for HSE training using virtual environments. |

Source: HFS Research, 2025

4

Research methodology

Major themes of the E&U industry

The future of E&U

What’s your vision for the future of this industry—status quo versus real transformation? How do you see the energy transition shaping it?

Transformation focus

What will it take to drive true change in the energy sector beyond adopting renewable sources? What does end-to-end modernization of energy infrastructure and services look like?

Innovation

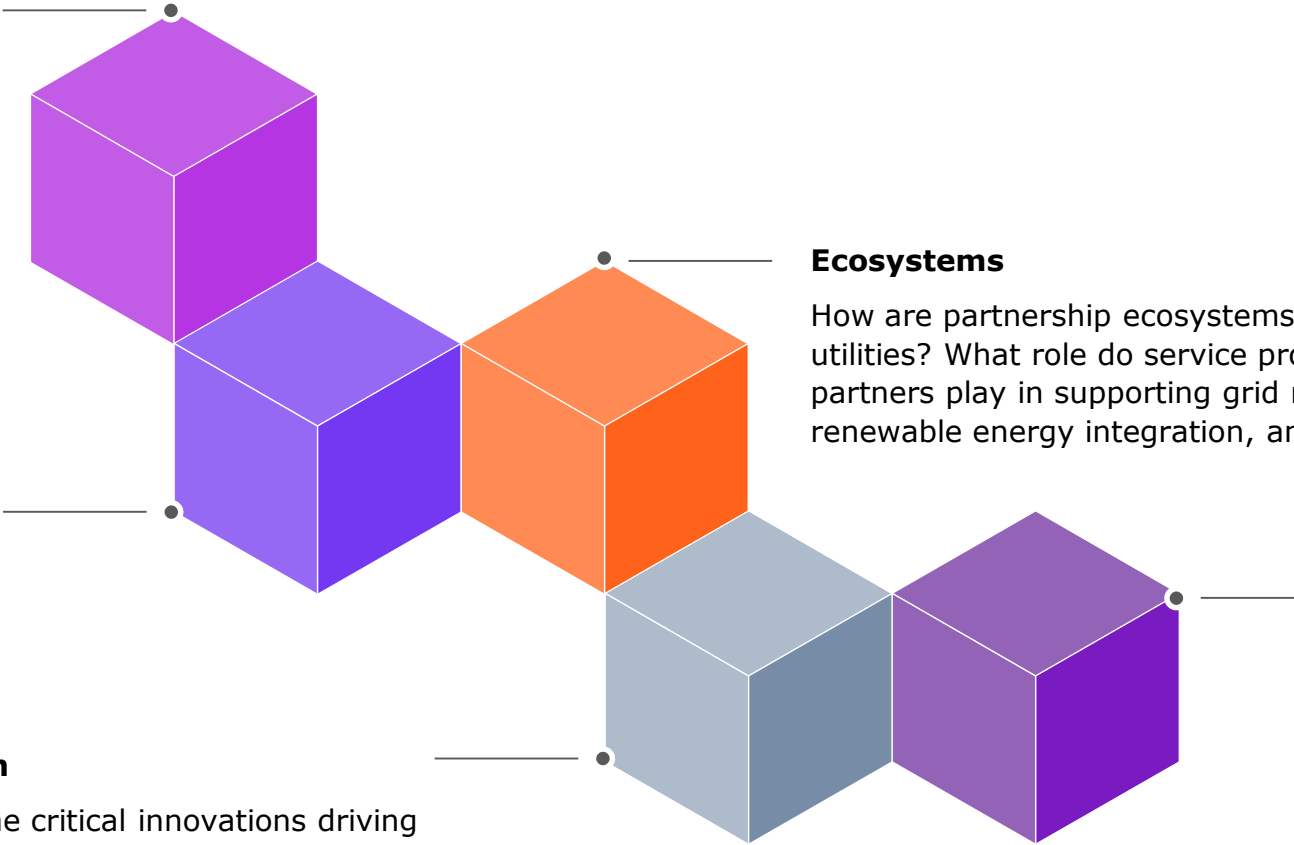
What are the critical innovations driving the energy market forward? How do technologies such as AI, IoT, and digital twin enable greater energy efficiency, sustainability, and customer experience?

Ecosystems

How are partnership ecosystems evolving in energy and utilities? What role do service providers and technology partners play in supporting grid modernization, renewable energy integration, and new business models?

Outcomes

What are the key outcomes you help energy and utility providers achieve? How do your solutions contribute to increased reliability, sustainability, and operational efficiency in energy systems?



Horizons assessment methodology: The best service providers for E&U service providers, 2025

This research evaluates the capabilities of service providers across a range of dimensions to understand the **why, what, how, and so what** of their service offerings supporting the E&U business. Our assessment is based on input from clients and partners and augmented with analyst perspectives. The following illustrates how we assess your capabilities.

| Distinguishing service provider characteristics | | | | |
|--|---|---|---|--|
| Assessment dimension | Assessment sub-dimension | Horizon 1 service providers | Horizon 2 service providers | Horizon 3 service providers |
| Value proposition: The Why? (25%) | Strategy for the E&U market and vision for the future of the industry | <ul style="list-style-type: none"> Ability to drive digitized processes to improve business outcomes such as cost reduction, speed, and efficiency across elements of the E&U value chain | <ul style="list-style-type: none"> Horizon 1 + enablement of the 'OneOffice' model of end-to-end organizational alignment across the front, middle, and back offices to drive unmatched stakeholder experience | <ul style="list-style-type: none"> Horizon 2 + ability to drive the 'OneEcosystem' impact via collaboration across multiple organizations, with common objectives around driving completely new sources of value |
| | Offerings aligned to top problem statements for the sector | | | |
| | Differentiators—why E&U companies work with you | | | |
| Execution and innovation capabilities: The What? (25%) | Breadth and depth of services across the E&U value chain and associated delivery capabilities | <ul style="list-style-type: none"> Functional domain expertise for segments of the E&U value chain Industry-specific talent focused on key process domains or technologies Focused partnerships and strong product experience (PX) Limited industry-specific IP | <ul style="list-style-type: none"> Comprehensive coverage across the E&U value chain Strong industry-specific talent across the IT and operations domains Range of industry-specific partnerships and strong PX Strong industry-specific IP | <ul style="list-style-type: none"> Comprehensive coverage across the E&U value chain and beyond Strong industry-specific talent pool across the consulting, IT, and operations domains Comprehensive industry-specific partnerships with strong PX Strong industry-specific IP + JVs |
| | Strength of industry-specific talent—hiring, training, and ongoing development | | | |
| | Approach to and strength of ecosystem partners | | | |
| | Industry-specific technology innovation | | | |
| Go-to-market strategy: The How? (25%) | Nature of investments in your E&U business (M&A, non-M&A, R&D) | <ul style="list-style-type: none"> Investments aligned to functional digital optimization outcomes Optimization and point solutions Target-focused roles and personas, mid-tier focus, and geo-specific | <ul style="list-style-type: none"> Horizon 1 + investments aligned to enterprise experience and modernization Optimization and end-to-end transformation Target range of roles and personas, tiers 1 and 2, broad geo coverage | <ul style="list-style-type: none"> Investments aligned to Horizons 1, 2 and ecosystem enablement and impact Horizon 1, 2 + co-creation with customers and partners Horizon 1, 2 + new value creation C-suite coverage across roles, personas, and geos for tiers 1 and 2 |
| | Co-innovation and collaboration approaches with customers and partners including creative commercial models | | | |
| | Customer targeting approach—roles, segmentation, and geography | | | |
| Market impact: The So What? (25%) | Scale of the E&U business—revenue, clients, and headcount | <ul style="list-style-type: none"> Proven scale and growth driven by functional digital optimization Top CX and PX marks as an optimization partner across key E&U functions | <ul style="list-style-type: none"> Proven scale and growth driven by Horizon 1 + stakeholder experience Top CX and PX marks as an enterprise transformation partner, emphasizing stakeholder experience | <ul style="list-style-type: none"> Proven scale and growth driven by H2 + ecosystem impact Top CX and PX marks as a global growth partner driving new business models |
| | Growth of E&U business—revenue, clients, and headcount | | | |
| | Proven outcomes showcasing value delivered to the E&U business | | | |
| | Voice of the customer | | | |

23 service providers have been evaluated in this report

 **accenture**

birla**soft**

Capgemini 

 cognizant

CYIENT

Deloitte.


EY
Shape the future
with confidence

EXL

FUJITSU

HCLTech

Hitachi Digital Services

IBM

Infosys


KPMG

 **LTIMindtree**

NTT DATA

publicis
sapient


pwc

Schneider
Electric

SIEMENS
energy

tcs **TATA**
CONSULTANCY
SERVICES

TECH
mahindra

wipro

Note: All service providers are listed alphabetically

5

Horizons assessment: Market leaders, enterprise innovators, and disruptors

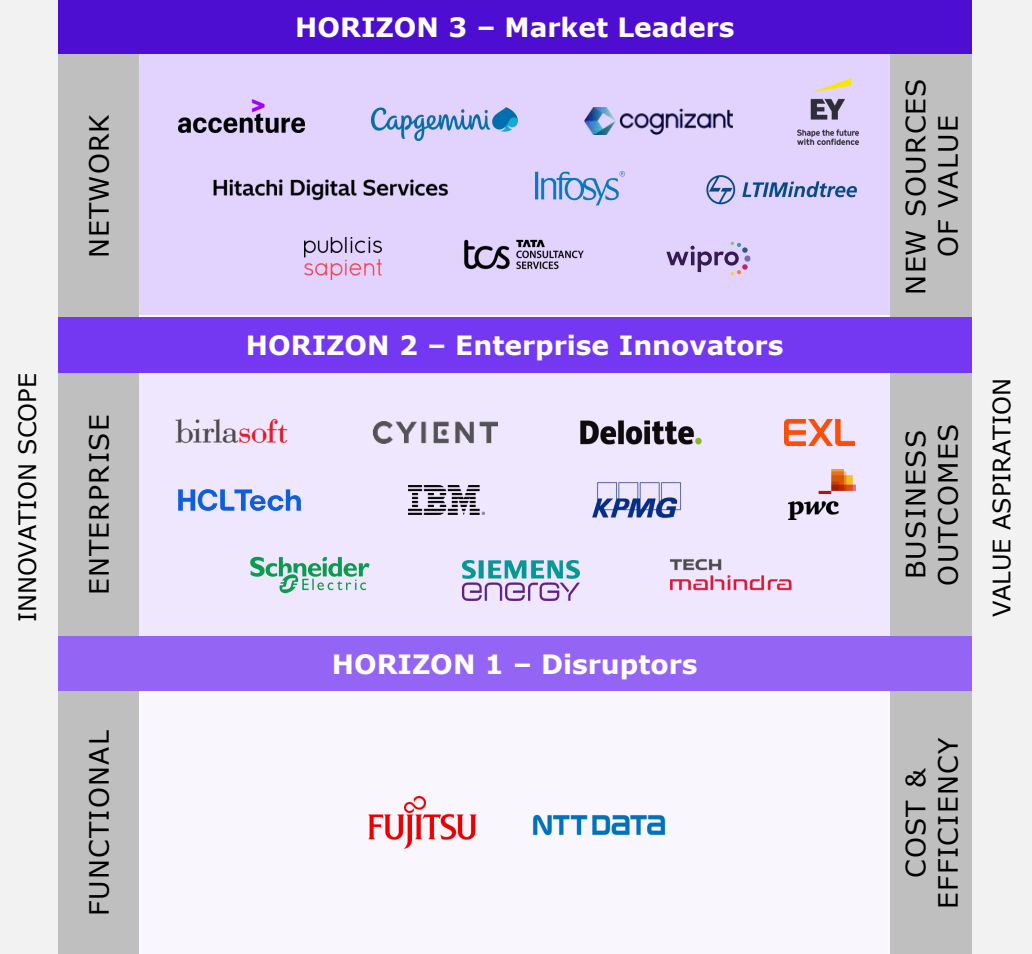
HFS Horizons: A summary of Energy and Utilities service providers assessed in this report

| Providers (alphabetical order) | HFS point of view |
|---------------------------------|--|
| Accenture | Digital and sustainability at scale across the value chain and ecosystem |
| Birlasoft | Domain depth with clear cross-organizational Horizon 2 outcomes and Horizon 3 foundations |
| Capgemini | Integrated E&U, energy transition, and full value chain engineering |
| Cognizant | Digital transformation with co-innovation and long-time utilities depth |
| Cyient | Deep engineering, industry, and consulting foundations to meet the sector’s future roadmap |
| Deloitte | A growing digital and sustainability edge that can find a louder industry voice |
| EXL | Data, analytics, AI, and process strength; poised for broader industry leadership |
| EY | Strong strategy, expanding innovation, and evolving execution |
| Fujitsu | A digital core and expanding global footprint for building industry depth |
| HCLTech | Digital, midstream, and downstream energy leadership; upstream in view |
| Hitachi Digital Services | Digital-industrial convergence across a historic E&U ecosystem |
| IBM | Thought leadership, broad ecosystem, and a head start on industry solutions and AI |

| Providers (alphabetical order) | HFS point of view |
|--------------------------------|---|
| Infosys | A long-standing leader in E&U innovation and execution with room for strategic growth |
| KPMG | Strategy, regulations, and tech reputation—a platform to scale and globally align |
| LTIMindtree | Depth of industry knowledge and platform ecosystem leadership |
| NTT Data | Full-stack capabilities with room to expand brand and thought leadership |
| Publicis Sapient | A platform to lead systemic change at the highest management levels |
| PWC | Reputation for consulting and complex problem to integrate technology |
| Schneider Electric | Technology backbone and visible sustainability leadership |
| Siemens Energy | A core in decarbonizing infrastructure with a major industry platform |
| TCS | An execution powerhouse at the center of co-innovation with industry giants |
| Tech Mahindra | Deep expertise, AI and sustainability growth, and ability to sharpen data |
| Wipro | Scaled foundations with investments in responsible AI and sustainability solutions |

Note: All service providers are listed alphabetically

HFS Horizons: Energy and Utilities Service Providers, 2025



HORIZON 3 market leaders are ecosystem transformers

Horizon 3 service providers demonstrate Horizon 2 characteristics and:

- The 'OneEcosystem' approach to help find entirely new sources of value for E&U customers
- Innovation at the ecosystem level focused on delivering value through new business and collaboration models for growth.
- Well-rounded capabilities across all value creation levers: talent, domain, technology, data, sustainability, energy efficiency, cost reduction, and energy transition.
- Referenceable and satisfied clients and partners driving new business models based on their partnerships

HORIZON 2 enterprise innovators drive business outcomes through end-to-end enterprise transformation

Horizon 2 service providers demonstrate Horizon 1 characteristics and:

- Enable the 'OneOffice' model of end-to-end organizational alignment across the front, middle, and back offices to drive unmatched stakeholder experience
- Innovation scope at the end-to-end enterprise level, with the resulting value delivered focused on enhanced stakeholder experience—inclusive of customers, advisors, partners, and regulators
- Robust consulting skills plus managed services and outsourcing capabilities
- Referenceable and satisfied clients for the ability to innovate

HORIZON 1 DISRUPTORS are functional digital transformers

Horizon 1 service providers demonstrate:

- Ability to drive digitized processes to improve business outcomes such as cost reduction, speed, and efficiency across elements of the E&U value chain
- Innovation focused primarily at the function level, resulting in the digitization of specific domain processes
- Global delivery capabilities and client footprint
- Referenceable and satisfied clients for the ability to execute

The report focuses on multi-year third-party services (outsourcing and managed services) and does not include short-term sourcing projects.
Note: All service providers within a Horizon are listed alphabetically.

6

Hitachi Digital Services profile: E&U service providers, 2025

Hitachi Digital Services: Digital-industrial convergence across a historic E&U ecosystem

| <div>HORIZON 3 – Market Leader</div> <div>Hitachi Digital Services</div> <div>HORIZON 2 – Enterprise Innovator</div> <div>HORIZON 1 – Disruptor</div> | | <div>Strengths</div> <ul style="list-style-type: none">Integrated IT and OT expertise: Hitachi uniquely links operational and information technologies, leveraging its ABB Power Grids acquisition and digital engineering capabilities to create end-to-end solutions for energy firms led by Hitachi Digital Services in collaboration across the parent portfolioExpansive industry footprint and partnerships: With a presence across power generation, transmission, and distribution, Hitachi Digital Services collaborates with AWS, Microsoft, and Google Cloud, as well as major energy firms such as Shell and ExxonMobil.Strong R&D and innovation investments: Hitachi’s annual R&D budget of over \$5.3 billion fuels advancements in grid modernization, AI-driven asset management, and sustainability-focused solutions, strengthening its competitive edge.Strategic acquisitions and ecosystem growth: Beyond ABB Power Grids, acquisitions such as GlobalLogic (digital engineering) and 47Lining (oil and gas cloud transformation) bolster Hitachi’s digital and services offerings and market presence.Sustainability and energy transition leadership: Hitachi Digital Services is at the forefront of decarbonization, integrating renewables, CCUS (carbon capture, utilization, and storage), hydrogen, and electrification solutions into its energy services portfolio. | | <div>Development opportunities</div> <ul style="list-style-type: none">Leadership beyond technology and services: While strong in digital services combined with Hitachi's industrial might, the company should enhance its role as a holistic industry leader by maximizing its policy and thought leadership influence to accelerate the energy transition.Sustainability services expansion: The industry needs firms such as Hitachi Digital Services to evolve into powerhouses for sustainability services by leveraging its IT, OT, and industrial strengths to drive global decarbonization at scale.Bridging innovation and operations: Clients highlight the challenge of aligning digital innovation with real-world operational needs. Hitachi Digital Services is well placed to solidify its role in solving this long-time challenge.Security and IT-OT integration: As cybersecurity remains a top concern, particularly in infrastructure, Hitachi Digital Services must continue fortifying its IT-OT integration strategies to ensure innovative and secure digital transformations. | | | | | | | | | | | | | | | | | |
|---|------------|--|------------|--|-----|---|-----|------|-----|--|--|--------------|------------|------------|-----|-------------|-----|-----|-----|--|--|
| <div>% of clients by major geography*</div> <div><table><tr><th>Geography</th><th>Percentage</th></tr><tr><td>North America</td><td>60%</td></tr><tr><td>Europe</td><td>30%</td></tr><tr><td>APAC</td><td>10%</td></tr></table></div> | | Geography | Percentage | North America | 60% | Europe | 30% | APAC | 10% | <div>Revenue mix</div> <div><table><tr><th>Service Type</th><th>Percentage</th></tr><tr><td>Consulting</td><td>35%</td></tr><tr><td>IT services</td><td>55%</td></tr><tr><td>BPO</td><td>10%</td></tr></table></div> | | Service Type | Percentage | Consulting | 35% | IT services | 55% | BPO | 10% | <div>Mergers and acquisitions (2021–2025)</div> <div><ul style="list-style-type: none">47LiningGlobalLogicIO/Tahoeeks EnergyThalesMA micro automationPerpetuum SystemsFlexware Innovation</div> | |
| Geography | Percentage | | | | | | | | | | | | | | | | | | | | |
| North America | 60% | | | | | | | | | | | | | | | | | | | | |
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| IT services | 55% | | | | | | | | | | | | | | | | | | | | |
| BPO | 10% | | | | | | | | | | | | | | | | | | | | |
| <div>Partnerships</div> <ul style="list-style-type: none">NVIDIASnowflakeDatabricksSAPMicrosoft AzureOracleAWSGoogle Cloud | | <div>Key clients</div> <p>This information is confidential.</p> | | <div>Global operations and resources</div> <p>E&U headcount: This information is confidential.</p> <p>NA: 35%</p> <p>Europe: 25%</p> <p>APAC: 40%</p> <p>Number of delivery and innovation centers: 20+</p> <p>Locations of centers by major geos: US, Canada, India, Vietnam, Japan, Singapore, Thailand, UK, Poland, Portugal, Spain, Croatia, Germany, Sweden, Slovakia, Argentina</p> | | <div>Flagship internal IP</div> <ul style="list-style-type: none">Critical Event Command CenterPentaho Data Integration & AnalyticsHitachi Image Based InspectionHitachi Intelligent Infrastructure MonitoringHitachi Vegetation ManagerHitachi MapLumada Suite – EAM, APM & FSM’Hitachi RECTrackerHitachi EmissionsTracker | | | | | | | | | | | | | | | |

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Josh Matthews

Practice Leader

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Josh is the Practice Leader for Sustainability at HFS Research. As an "activist analyst," Josh focuses on making an objective and emotive case for sustainability. He founded Critical Mass for Sustainability Through research, consulting, and convening partnerships, aiming to move us toward the positive tipping points that the global context needs. A critical mass that pulls policy, consumer behavior, and business into alignment with the 17 UN Sustainable Development Goals

Josh was a candidate in the UK's General Election in 2024. He co-chairs the Cambridge Alumni Society for Sustainability and has spoken at COP26 and various industry and sustainability events. Josh is a former Cambridge City Councilor and served as a shadow cabinet member for Climate Change, Environment, and the City Centre.

Josh graduated from Cambridge's Institute for Manufacturing and Loughborough University in Chemical Engineering. He worked as a process engineer at TotalEnergies and consulted for Unilever and various other firms. As a visiting scholar at UC Santa Barbara, he researched low-carbon hydrogen and is a published author in Chemical Engineering and Technology.



Srini Vaddepalli

Practice Leader

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Srini Vaddepalli is a practice leader and analyst at HFS Research. He specializes in covering information technology (IT) and business process management (BPM) service providers in sourcing and procurement (S2P), Finance and Accounting (F&A) horizontals, and the Chemical, Energy, and Utilities verticals. With more than 16 years of experience across a service provider (Capgemini), an analyst firm (ISG), and a client (Eastman Chemical), he has gained expertise from different perspectives within the IT/BP business areas.

Srini has effectively led market intelligence projects, developed strategic go-to-market plans, and conducted extensive primary and secondary research throughout his career. He works collaboratively with stakeholders to analyze information that supports informed decision-making and has successfully managed a team to enhance databases, thereby improving insights and contributing to organizational thought leadership.

Srini graduated from Osmania University with a degree in information science and completed the business analytics program (EEP) at IIM Bangalore.

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- **BOLD**

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