

Market Guide for Telecom Expense Management Services, Global

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Initiatives: [IT Sourcing Strategy Development and Execution](#)

To support effective commercial management of technology services, TEM services should deliver robust cost optimization, asset inventory and workflow automation capabilities. Sourcing, procurement and vendor management leaders must consider market dynamics and drivers when exploring TEM providers.

Overview

Key Findings

- Inflationary pressures and economic uncertainties continue to drive enterprises to scrutinize their communications spend. Organizations are investigating advanced analytics and AI-driven capabilities to optimize telecom expenses, ensuring every service contributes measurable value.
- Gartner client interactions indicate that enterprises want a regular proactive engagement rather than a reactive one, often citing disappointment with current environments. Prices have increased in both average percentage of spend under management and potential annual price, causing a pivot toward more gain share models.
- Many commercial models are in use, often with varied responsibilities, leading to misunderstood or undisclosed costs. Because of this variety and ambiguity, enterprises may struggle to select a model, understand the provider's actual offerings and determine the optimal price level for a financially beneficial deal.
- Sourcing, procurement and vendor management (SPVM) leaders are integrating TEM services with broader IT and cloud management strategies, aligning them with overall business objectives. Telecom expense management (TEM) services providers are often expected to offer solutions that not only optimize telecom costs but also support organizations with cloud expense, utilities, and other IT management and sustainability goals.

Recommendations

As an SPVM leader evaluating the financial business case for using TEM services providers, you must:

- Evaluate and verify how a potential TEM vendor will drive cost optimization on an ongoing basis and deliver that optimization to you through analytics, reporting, actionable recommendations and analytics dispute remediation. Inquire about the provider's processes, and request samples of deliverables from client references with a comparable scope of services.
- Ensure expectations will be met by conducting due diligence on the provider's operational-quality track record, roles and responsibilities, and onboarding and offboarding processes. Employ a comparative analysis between the available commercial models.
- Obtain clarity around the commercial model and associated deliverables by requesting pricing transparency, asking to see the actual deliverables and articulating which internal responsibilities you're transitioning to the provider. Ensure that the provider drives recommendations as proof of ROI and clarifies undisclosed cost drivers (e.g., implementation, reporting duplication, additional consulting support, remote-area telco negotiation and level of third-party engagement).
- Prioritize vendors that offer seamless interoperability with existing IT infrastructure and solutions. Ensure these vendors demonstrate sustainability initiatives and offerings that align with the organization's environmental goals.

Market Definition

Telecom expense management (TEM) services enable enterprises' IT, procurement and finance departments to order, provision, support and manage costs of corporate telecommunications, associated IT services and their inventories. (These may include fixed and mobile telephony and data, cloud licenses, unified communications as a service [UCaaS] licenses, and Internet of Things [IoT] connectivity.) TEM services also include business intelligence (BI) and reporting suitable for supporting C-level strategic decision making. Gartner's TEM coverage focuses on SaaS-based applications and platforms, managed services, and associated professional services.

TEM services provide a cost-efficient solution to enable and support effective commercial management of communications services. Many enterprises struggle to control their communications service spend.

TEM services are used to manage logistics and, increasingly, to take on life cycle management services for end-user devices. Enterprise customers are also expecting more proactivity from TEM providers in streamlining their estate across technology towers, eliminating duplicity.

Mandatory Features

- Sourcing, procurement and vendor management
- Ordering and provisioning management
- Inventory management
- Invoice and contract management
- Usage management
- Dispute management
- Reporting and business intelligence

Common Features

- Expense management of other adjacent services and communications-related asset tracking
- Inventory tracking of cloud-/consumption-based services
- Other IT-related services, such as UCaaS
- IoT expense management

Market Description

TEM providers are evolving their portfolios to offer clients more insight into various aspects of their communications estates, including:

Developed capabilities:

- Cost
- Inventory
- Consumption

- Technology migration scenario planning
- Chargeback
- Bill pay

Emerging capabilities:

- Advanced analytics
- Sustainability
- Cloud expense
- Utility spend

To be commercially and operationally efficient, enterprises must eliminate service redundancy and ensure that all services add value to the business. TEM providers are offering program management capabilities to oversee fragmented estates spanning multiple carriers, lines of business, contracts and internal organizational units. The cost of an unmanaged estate can be high, from both a monetary standpoint and a sourcing standpoint (lack of insight into the current environment leads to ineffective RFPs). Therefore, enterprises typically look to understand and manage the TEM stack illustrated in Table1 (for detailed definitions, see Note 1).

Table 1: The TEM Stack and Components

User-interfaces level	Core TEM-services level	Automation and integration level	Data and analytics level
<ul style="list-style-type: none">■ Dashboards■ User portals■ Mobile applications	<ul style="list-style-type: none">■ Invoice, expense, contract, inventory■ Usage monitoring, optimization■ Processing, tracking, procurement, dispute	<ul style="list-style-type: none">■ RPA, AI, NLP, ML■ API integrations■ Workflow	<ul style="list-style-type: none">■ Data collection, advanced analytics, predictive analytics■ ESG, security and compliance
Footnote: Wireline voice and data, mobile, and other services			

Source: Gartner (November 2024)

Market Direction

Several factors impact the use of enterprise communications and IT services, including:

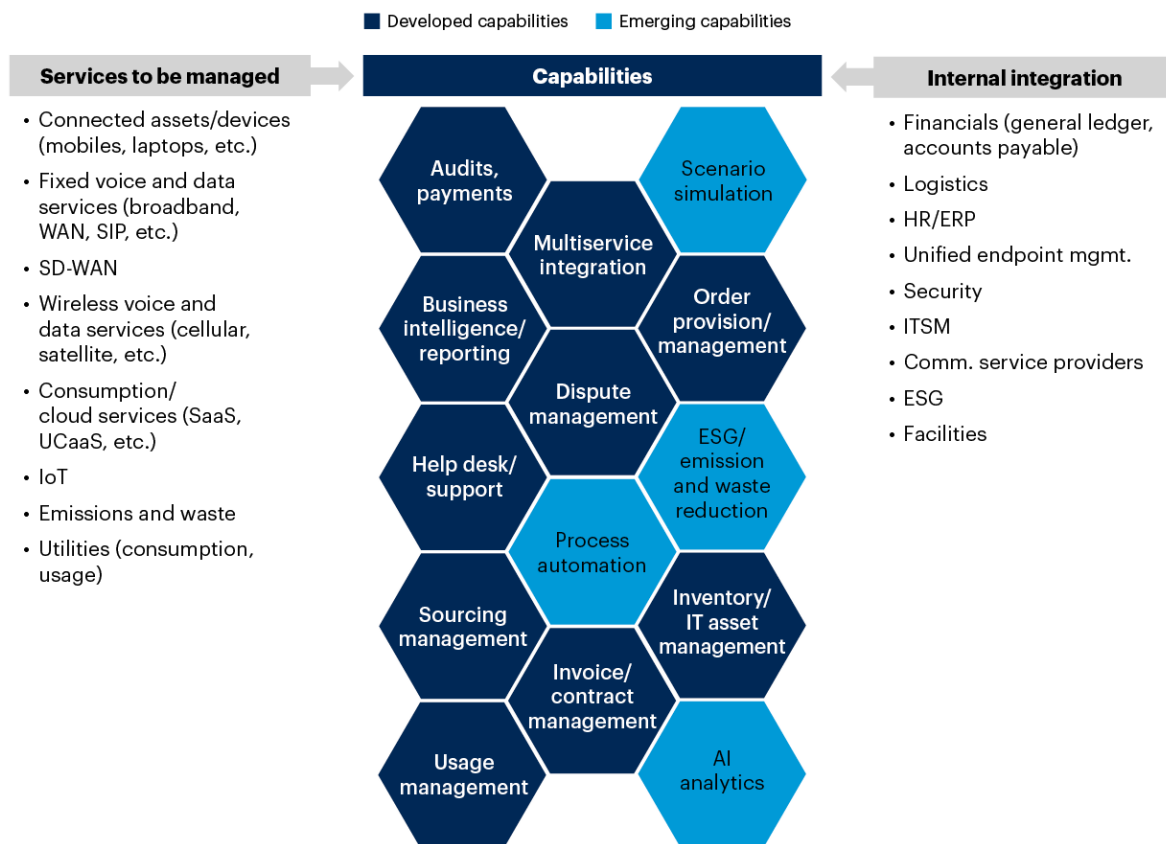
- Remote or hybrid workforce
- Accelerated video usage from applications such as Microsoft Teams
- Internet of Things (IoT) deployments
- Mobile private networks
- Advancement in customer experience (CX) driving adoption of rich communication services (RCS), such as Google RCS Business Messaging (RBM) and WhatsApp.

TEM’s core objective centers on optimizing and skillfully managing the costs associated with these services, thus enhancing overall business value.

Some enterprises are looking to TEM providers for more fundamental services related to the cost of a network service, such as mobile airtime or software-defined WAN (SD-WAN). Others are seeking management of a broader set of communications-related IT and cloud-based services. Along with consistent and high-quality service delivery, technology simulations and data analytics are becoming increasingly important for more effective cost control, cost management and cost avoidance. Examples of the services to be managed, common integration points and provider capabilities are shown in Figure 2.

Figure 2: Market for Telecom Expense Management Services

Market for Telecom Expense Management Services



Source: Gartner
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Gartner

Gartner observes the following key trends in TEM:

- The most common objective for a managed TEM engagement is to effectively ensure commercial and operational efficiency of communications service estates. Often, the lack of visibility and control leads to higher-than-necessary costs and active deployment of redundant services.

- To track service consumption and associated costs, enterprises want robust asset and contract inventories from a single platform. This platform should be fully managed by the TEM provider and integrated (deeply) into all the relevant enterprise systems.
- Across multiple TEM providers, artificial intelligence (AI) is being leveraged to enhance both operational efficiency and customer support. Providers deploy AI for tasks such as invoice processing, data querying and predictive analytics. This integration not only streamlines internal processes but also improves the customer experience by offering proactive support and personalized engagement.
- The opportunity to manage communications spend is also growing into new segments, such as:
 - Software-defined cloud interconnect (SDCI): Gartner predicts that by the end of 2025, at least 30% of enterprises will employ SDCI services to connect to public cloud service providers, up from less than 15% in 2022. ¹
 - GenAI reporting: Gartner predicts that by 2027, 40% of organizations will use generative AI to support and/or supplement management reporting. ²
- Analytics and intelligence (machine learning [ML], predictive analytics and GenAI) are used to make decisions by context (e.g., by site, location or business unit) for spending, inventory and usage in easy, single-view and multidimensional formats. Deeper analytical capabilities, including cost predictability, forecasting and technology simulations, are expected for more detailed analytics to drive recommendation and reporting with actionable insights. The data is used in tactical and strategic business decisions for communications and associated IT investments, budgets, inventory, future service provider contract negotiations, and process enhancement.
- TEM providers have continued to invest in platform automation, specifically robotic process automation (RPA), to strengthen their performance in complex environments. Enhancements continue for automated invoices, workflow links, vendor integration, inventory and data processing in cases where standardized APIs or other methods aren't available and manual efforts are too slow and unscalable. Additional forms of automation, such as machine learning for predictive analytics, natural language processing for customer support, automated contract management, intelligent workflow automation, and advanced data analytics, are being integrated. More cognitive AI abilities will be added as AI and advanced data requirements evolve.

- Enterprises also expect preintegrated capabilities, especially with leading IT service management (ITSM), general ledger (GL), accounts payable (AP), ERP and human resource (HR) systems. This integration will enable seamless workflows and data flows, internal chargeback allocations, and inventory classification by locations, individuals, cost centers, etc.

Market Analysis

The TEM service market is mature, is highly commoditized, and offers little technical or functional differentiation between providers. This homogeneity leads to a strong focus on both price competition — which intensified in 2022 but decreased in 2023, and further decreased in 2024 — and newer capabilities surrounding AI, upgraded platforms and scenario planning. Other competitive differentiation tends to be in areas such as operational quality, analytical and simulation capabilities, and the ability to manage newer types of spend (e.g., cloud, unified communications as a service [UCaaS], utilities). Enterprises seek proof of processes and methodologies that deliver consistency, reliability and continued support for business outcomes.

This is a market that, to an extent, is owned by private equity and also privately owned. It is also a market that historically has been highly characterized by merger and acquisition (M&A) activity (see Note 2). Since January 2023, the following structural changes have occurred:

1. Xigo, NTT's communications life cycle management (CLM) business, was acquired by Asignet in January 2023.
2. Simplex Mobility was acquired by DMI in January 2023.

Further, we have not observed much notable M&A activity in 2024 due to a focus from providers on adding more advanced capabilities; however, we expect these types of engagements to resume in future years.

Based on inquiries from Gartner clients during 2024, the main benefits sought from TEM providers are:

- Cost savings and optimization
- Automated expense management
- Operational management of the telecom estate

- Global support and presence
- Comprehensive service offerings
- Vendor stability and reliability

Best Practices for Sourcing TEM Providers

To increase the chances of a successful engagement, it is critical to conduct due diligence regarding what the provider will deliver and how that will be achieved.

Define clear objectives and requirements.

Determine what needs to be done (i.e., requirements), who does it today (and whether the responsibility will transfer to the provider), what good looks like and how to measure success. This ensures alignment between your organization's needs and the TEM provider's capabilities.

Assess the competitive landscape.

Obtain clarity around the competitive landscape. Research and identify potential TEM providers, and understand their market position, strengths and weaknesses. This will help you make an informed decision and select a provider that best fits your needs.

Issue a comprehensive RFP.

Develop and issue a detailed request for proposal that outlines your requirements, expectations and evaluation criteria. This will help you gather relevant information from potential providers and facilitate a structured comparison (see [Toolkit: Telecom Expense Management RFP Template](#)).

Evaluate provider capabilities and references.

Assess the capabilities of each provider by reviewing their proposals, conducting interviews and checking references. Pay attention to their experience, technology, customer service and ability to scale. Speak with current or past clients to gain insights into their performance and reliability.

Establish clear SLAs and KPIs

Define and agree on service-level agreements and key performance indicators with the chosen provider. This will set clear expectations for performance, accountability and continuous improvement, ensuring that the provider delivers the desired outcomes.

To reduce deployment challenges, enterprises should define roles and responsibilities on each side (internally within the organization and externally with the provider) through a governance model covered in the contract. They should also clarify implementation schedules and the provider's ability to deliver services in additional regions/locations and across different technology sets (as required). Enterprises should tie these into SLAs with target metrics. Devising SLAs and target metrics will provide an understanding of how the provider can drive efficiencies at scale and in complex landscapes.

Commercial Models and Proportionate Fees

Several commercial models are available for TEM services, including the following:

- **The unmanaged option** is available. However, as the complexity of managing a communications service estate becomes more clear in the sourcing process, most enterprises select the managed option. Consequently, Gartner's research focuses on the managed option, which comes in various forms.

- The managed option is available in several flavors:
 - For fixed-only or hybrid fixed/mobile ongoing engagements, the majority are priced as a predetermined percentage of the spend under management. For mobile-only estates, it is equally common for pricing to be stipulated as a fixed cost per device per month.
 - For so-called “audits” (backward-looking engagements often centered on capturing past overspend), pricing is either a fixed cost or a part of the savings identified and achieved. Contingency-based price models are available, with the provider requiring 15% to 50% of savings (usually around 25% to 35%). Although clients have no financial outlay, they must, for the best return, understand what constitutes “savings” and how those savings are computed. Occasionally, Gartner sees offers that price more in line with the effort required to manage the spend, as well as offers that combine a fixed fee with a bonus. “Savings guarantees” are also part of some commercial propositions, and, in these cases, it is equally important to have clarity around the definition of “savings.”
 - Combinations of the above models are also possible. In these cases, a higher monthly fee or a higher percentage is charged, and then a percentage of savings is added to the cost. This is the shared savings.
- Shifts in model have been observed as less “greenfield” opportunities exist for TEM providers, causing a pivot toward gain share as a popular model.

Factors Influencing TEM Provider Selection

The decision to pursue a TEM engagement and explore candidate providers stems from several factors, including:

- **Ability to meet technical and functional requirements:**
 - **Platform evolution** — Consider this, combined with conformity to technical standards, compliance with data privacy regulations (such as the General Data Protection Regulation [GDPR]) and cybersecurity.
 - **Relevant reach and scalability** — These are necessary to meet technical and geographical requirements. It is important to rightsize and obtain the services required (and any additional services that may be put under management within the contract duration). Ensure the validity of any partnerships that facilitate geographic reach.
- **Cost, commercial model, and T&Cs:**
 - **Price/contracts** — Cost is important. Although the market remains fragmented, 2024 has seen a moderate rise in prices, both as a percentage of spend and provisions for annual price increases. Nevertheless, as many deals are based on bundled offerings or a set of assumptions (e.g., for changes), price comparison can be a challenge. Pricing is, of course, not a reflection of the quality of service.
 - **Savings guarantees** — Occasionally, these are being requested, especially by clients that have not had TEM engagements in the past and by enterprises that are struggling with TEM ROI. In practice, they require negotiating clauses in the contract to guarantee that the minimum amount of savings will equal or exceed the cost of the service. Such contracts also include exit conditions that apply when the savings are not achieved. Not all vendors support this requirement. Paramount to its success is an agreement as to what constitutes “savings” and how savings are computed.
 - **T&Cs** — The contractual T&Cs matter significantly because many deals, especially those based in North America, include harsh autorenewal clauses of up to 12 months. Globally, there has been an increase in contracts that permit or include annual price adjustments during the contract term, even when not driven by inflationary concerns. Additionally, 30-day payment terms have become more typical.
- **Operational quality:**
 - This category assesses how good the providers are at executing and includes areas such as account management and SLAs.

- **Provider viability:**
 - **Strategic direction** — TEM providers typically pursue one, or a combination, of the following three strategic directions: toward managing more types of technology spend, toward managing general corporate expenditures (such as utilities) and/or toward managed life cycle services. No direction may be more “correct” than another. However, buyers want to know where their potential providers are heading.
 - **M&A activity impact** — M&A activity creates both uncertainty and concern around platform integration and provider investment priorities (when multiple platforms will coexist). Consequently, ownership structure and characteristics have also become a consideration, as many providers are now owned by private equity firms.
- **Sustainability:**
 - Providers should be able to show how they are working to become more sustainable as well as how their TEM services are enabling customers to reach their sustainability goals. They should supply environmental metrics or targets that can measure progress in, for example, carbon footprint, energy consumption and e-waste management, along with social and governance-based metrics, to display their sustainable practices.
- **AI advancement:**
 - AI-driven features for data ingestion, invoice validation and predictive analytics enable providers to deliver more efficient, accurate and personalized services, which are crucial for optimizing IT spend and managing complex IT environments.

The average contract term is 12 to 36 months. The 12-month break/renewal clauses from previous years have become more rare. A minority of providers offer month-by-month contracts.

Enterprises must stay vigilant to avoid falling back into month-to-month contracts, longer-term autorenewals and worsening terms with existing vendors. They should start the renewal or buying process earlier in the contract life cycle (up to 12 months for larger deals) and keep up to date on the current competitive landscape.

Some enterprises look for and opt into a try-and-buy model. This construct is often based on an initial three-month audit and a contingency fee covering that portion of the scope. It moves to a three-year standard TEM contract if and when clients are satisfied with the outcome.

Representative Vendors

The vendors listed in this Market Guide do not imply an exhaustive list. This section is intended to provide more understanding of the market and its offerings.

Vendor Selection

The representative providers included here are those most frequently asked about in Gartner end-user inquiries. These providers:

- Typically serve large, regional or multinational corporate enterprises
- Offer SaaS-based TEM offerings
- Foundationally offer managed TEM services and are expanding their offerings to include other technology areas, such as cloud services, IoT TEM, and other IT asset management and software tracking
- Are carrier-agnostic
- Go to market and sell directly, based on their own platforms (rather than using a third-party platform or another TEM provider)

Table 2 shares a synopsis of each provider.

Pure-play managed mobility services (MMS) providers are not included here, but are covered in other Gartner research. Systems integrators, IT outsourcers, consultants and communications providers offering TEM services are also not included in this research. They offer TEM services using the platforms of pure-play TEM providers.

Table 2: Representative Providers in Telecom Expense Management Services

(Enlarged table in Appendix)

↓	Target customers' annual revenue ↓	Top three industries served ↓	Target customers' annual telecom spend ↓	Target customers' number of mobile devices ↓
Asignet	\$50 million+	N/A	\$2 million+	500+
Avail	\$700 million	Healthcare, Utilities, Financial	\$9 million	1,000
brightfin	\$5 million to \$4 billion+	Financial Services, Technology, Healthcare	\$5 million+	5,000+
Calero	\$100 million+	N/A	\$1 million+	250+
Cass Information Systems	\$1 billion+	Financial Services, Technology, Manufacturing	\$5 million+	2,500+ (flexible)
ICOMM	\$100 million to \$500 billion	Financial, Healthcare, Energy	\$2 million to \$100 million	500 to 100,000
Mindglobal	\$1 billion+	Banking/Financial Services, Manufacturing, Healthcare	\$1 million+	1,000+
Motus	\$500,000 to \$2 billion	Manufacturing, Consumer Services, Hospitality	\$350,000+	1,000 to 9,999
One Source	\$100 million to \$90 billion	High Tech, Financial Services, Healthcare	\$1 million+	More than 500
RadiusPoint	\$100 million+	Healthcare, Retail, Manufacturing	\$1 million+	250+
Sakon	\$1 billion+	Healthcare, Finance, Retail	\$4 million+	1,000+
Tangoe	\$250 million to \$10 billion+	Manufacturing, Retail, Finance	\$2 million	750
Tellennium	\$200 million to \$300 billion+	Healthcare, Manufacturing, Financial	\$500,000 to \$150 million	500+
Upland Software	\$250 million to \$5 billion	Government, Financial, Healthcare	\$5 million+	1,000+
Valicom	\$500 million to \$30 billion+	Healthcare, Hospitality, Manufacturing	\$1 million to \$50 million+	1,000 to 20,000
vCom Solutions	\$50 million to \$5 billion	Healthcare, Financial Services, Legal	\$1 million+	100 to 10,000
WidePoint	N/A	U.S. Federal Government/Public Sector, Healthcare, Finance	N/A	10,000 to 50,000
N/A = not available/not applicable				

Source: Gartner (November 2024)

Vendor Profiles

Asignet

Asignet is headquartered in Centreville, Virginia. It operates within the IT/technology expense management sector, serving clients globally. Asignet's platform, with its recent 3.4 release, integrates capabilities from the 2023 acquisition of NTT's Communications Lifecycle Management (CLM) solution. Asignet is privately owned and private-equity backed, and globally manages a spend of \$6 billion directly and \$290 million indirectly, with global data capabilities across numerous providers.

Asignet leverages AI to enhance both internal operations and customer-facing offerings by creating regular expressions for billing item categorization, training proprietary RPA for data retrieval and order processing. The provider plans to invest further in enhancing management and analytics for cloud services, SaaS licenses, IoT, utilities and other IT-related expenditures.

Asignet prioritizes sustainability by automating processes to reduce waste, energy consumption and downtime. Asignet fosters a lean and flat organizational culture, where the CEO is also the chief technologist. Customer satisfaction is managed by a structured approach, with telecom specialists and account managers divided into tiers to support midmarket, large enterprise and Fortune 100 clients. The strategy and growth organization oversees client and partner satisfaction, acting as an escalation point for relationship issues. Asignet is certified for ISO/IEC 27001 and SOC 1 Type 2, and GDPR compliant.

Avail

Avail is a private provider based in Clive, Iowa. With its 4A TEM platform, Avail provides consulting, and business-process-led, telecom Connected Operations Management services. They do this across wireline, wireless, UCaaS, cloud, hardware, software and private client infrastructure services. Enhancement focus has been to improve order and commission modules and implement AI for automation and reporting. Avail manages \$476 million in spend, of which \$175 million is managed by channel partners.

In terms of improvements, Avail continues to define and redefine KPI metrics, SLA assurances and management processes. Avail plans to integrate Managed Network Services into its Connect Operations Management model, enhancing its MMS to monitor and manage other aspects of clients' IT operations. Avail has focused its AI efforts on creating automation for internal reporting, mobility alerting and SLA metrics, and is addressing variance reporting and impacts to budgets/forecasts with predictive analytics. Regarding sustainability, Avail remains focused on reducing paper invoicing, supply chain optimization and alternative energy sources at office locations.

Avail offers transparency through regular cadence meetings and quarterly business reviews (QBR), and assigns executive sponsors to review client statements of work, SLAs metrics, goals and objectives against roadmaps. Avail utilizes the Net Promoter Score (NPS) to poll clients and has a notable retention rate of less than 3% churn over the past 14 years.

brightfin

brightfin is based in Centennial, Colorado. The brightfin techportal is a unified platform, natively built on ServiceNow, to manage mobile, telecom and cloud IT spend. The brightfin platform automates IT workflows around life cycle management, UEM, procurement and bill payment. brightfin manages a total spend of \$966 million across all regions with \$145 million managed by channel partners.

Over the next 18-months, brightfin will emphasize innovation and continuous product development with a focus on end-user experience. For customer-facing operations, brightfin now uses native chatbots and virtual assistants to handle certain inquiries, as well as generative AI to automate and increase efficiency between workflows. Sustainability efforts will be directed toward innovation and product development, customer engagement and experience, and operational efficiency and cost management.

brightfin measures and monitors customer satisfaction (CSAT) via a customer advisory board as well as a NPS campaign every six months. The latest NPR score saw continued improvement over the last 12 months due to upgraded client delivery practices/stabilizations as well as a focus on implementation. brightfin is certified for ISO/IEC 27001 and ISO/IEC 27701.

brightfin's culture emphasizes collaboration, customer-centricity, innovation, transparency, integrity, work-life balance, continuous learning and employee empowerment for collective growth and success.

Calero

Calero is headquartered in Rochester, New York, and specializes in technology expense and life cycle management, which integrates TEM, MMS and SaaS management platform (SMP) functionalities. Over the past year, Calero has introduced several enhancements, including AI-driven automation and user experience improvements. The vendor is private equity owned. It manages \$25 billion in direct spend and has a global presence.

Calero has deployed AI for data mapping, solution onboarding and generating meeting summaries on an internal level. Customer-facing AI implementations include automated data mapping, AI email parsing and a generative AI-driven policy engine. Calero has invested in integrating AI/ML components securely into its platform, focusing on automation and business intelligence. Over the next 18 months, Calero aims to enhance deployment efficiency, self-service capabilities and overall user experience in pursuit of zero-touch TEM.

Calero emphasizes sustainability through partnerships with organizations like Cell Phones for Soldiers, recycling programs and its Environmental and Sustainability Alliance. Calero promotes a culture of innovation and integrity. Customer satisfaction is measured through proactive engagement, feedback loops, program reviews and NPS surveys, while its Customer Health 360 approach consolidates data to enhance service delivery. Calero is certified for ISO/IEC 27001, ISO/IEC 27701 and SSAE18 SOC2.

Cass Information Systems

Based in St. Louis, Missouri, Cass Information Systems (Cass) is a public company that offers its proprietary ExpenseSmart hosted platform for fixed, mobile and cloud expenses. Most recently, Cass has invested in improved user interface, configurability enhancements and embedded interactive data analytics. Cass manages \$90 billion of spend globally.

Cass has deployed RPA to gather invoice information, and trained ML algorithms to extract and interpret invoice data, including from a variety of nontraditional sources, like unstructured PDF files and images. Audit and optimization efforts, along with better reporting and data analytics options, are available via API. Cass's continued initiatives include optical character recognition, AI/ML and other processes to digitize documents and produce data. Cass is also investing in its platform, a new user interface and embedded interactive data analytics. Sustainability offerings include device life cycle optimization, reuse and recycling. Cass is addressing its environmental impact by minimizing energy use, emissions, and electronic and paper waste.

Cass remains committed to its culture and was recognized by TIME as third in employee satisfaction among “America’s Best Midsize Companies.” Cass measures customer goals through SLA/KPI reporting metrics, savings performance, transaction performance and end-user satisfaction with regular touchpoints and reporting through quarterly executive business reviews.

ICOMM

Based in Forest Park, Illinois, ICOMM offers its TEM platform, OnePay bill payment and AP automation services. ICOMM has also added stand-alone modules for contracts and a file module for storing files to be exchanged with the client. ICOMM manages a total spend of \$1.1 billion across all global regions. Channel partners include Comcast.

ICOMM is using AI extensively in sales and marketing, and across the organization for client and team meetings. While considering the possibilities for report linking and user interface changes, ICOMM still believes that direct interface and targeted, hands-on reviews and analysis are best. For the next 18 months, ICOMM’s strategic investments are entirely focused on its platform, and customer and channel acquisition (sales and marketing). Regarding sustainability, the most tangible impact is in converting paper invoices to digital versions and continued use of a work-from-home model, lessening commuting impact.

To ensure CSAT, ICOMM uses NPS, focuses on offering “easy” contracts and regular customer engagement. ICOMM can maintain specific data in-region using Azure data storage. ICOMM’s self-described culture focuses on service, with management empowering and supporting employees to ensure they have the necessary resources to excel in their roles and achieve success.

Mindglobal

Mindglobal, headquartered in Austin, Texas, offers TEM through its Mindglobal Intelligence Platform, which features secure, customized portals for optimized telecom management. Over the past year, Mindglobal has enhanced its platform with further ServiceNow integration, expanded carrier eBonding and began Freshworks integration, among other updates. The company is privately held and manages \$1.5 billion in direct spend, with a presence across all major regions.

AI is used internally at Mindglobal to streamline research processes, financial analysis and software development to improve decision making and operational efficiency. Customer-facing AI implementations include chatbots and automated response systems, which handle routine interactions and enhance customer satisfaction. Over the past 12 months, Mindglobal has invested in platform integrations and AI to optimize processes and improve customer support. Looking ahead, the company plans to expand its AI-driven analytics, automation and machine learning capabilities to further enhance product offerings and customer experience.

Sustainability initiatives include consistent related reporting metrics for enhanced client visibility/accountability, office waste and e-waste recycling, and reducing its carbon footprint via remote work digital practices. Mindglobal's culture focuses on delivering exceptional customer service, innovation and collaboration. Customer satisfaction is measured and managed through surveys, feedback loops, KPIs and dedicated customer success management.

Motus

Based in Boston, Massachusetts, and backed by private equity, Motus delivers a comprehensive suite of tech-enabled solutions for managing corporate and bring your own device (BYOD) programs, offering configurable oversight of mobile expenses, allocation, auditing, optimization, and streamlined ordering and inventory management. Its recent releases include a UI refresh, bill pay support and RPA (order processing). Motus manages more than \$141 million in spend in the U.S. and Europe. Approximately 14% of its spend is managed indirectly.

Motus remains focused on a comprehensive back-end upgrade and code conversion, with investments in automated order processing. It has also adopted a new bill pay solution. Longer term, it plans to upgrade its APIs for system integrations and business intelligence (BI) use cases, integrate with its warehouse management system for asset and inventory management, automate customer invoicing, and streamline catalog management. There are no plans or efforts around AI currently. Motus's sustainability efforts center around device recovery, recycle and device repair, and a corporatewide BYOD policy to promote a singular device for both personal and corporate use.

Motus's culture is centered on empowering team members through collaboration, innovation and work-life balance. It uses surveys to measure customer satisfaction from key stakeholders, collects NPS regularly, and conducts business reviews and product feedback surveys.

One Source

Based in Greenville, North Carolina, One Source offers its fully managed TEM as part of an integrated solution (OneLink and OneSync) that includes managed network services and managed security services. In 2024, it incorporated AI into the TEM workflow and a contact center as a service (CCaaS) offering. One Source manages approximately \$3 billion in spend across all regions, with 30% of spend directly managed and the remainder through partners.

One Source is leveraging AI-assisted invoice ingestion, recognition, variance detection and SLA testing. One Source also offers design and procure, AI-equipped CCaaS platforms for large enterprises with expected adoption to midmarket. Strategic priorities include accelerating the pace of M&A in the technology advisory space (One Source executed 15 acquisitions in 2023) and developing its advisory, engineering and platform advantages. Concerning sustainability, One Source aims to reach carbon neutral through fully solar powered offices. It is also offering “back to metal” reverse logistics services to mobility-heavy customers through reverse logistics providers partners.

Customer satisfaction is measured through quarterly CSAT/NPS executive surveys with results above 80%. Its interaction-level user survey has reported a rating of 96.5% for the first half of 2024. From a security perspective, it stores and manages customer data across two facilities in the U.S. One Source’s culture is shaped by an employee-led committee, emphasizing values of accountability, integrity, excellence and teamwork.

RadiusPoint

RadiusPoint is headquartered in Casselberry, Florida. It offers TEM through its ExpenseLogic platform, which supports accounts payable, invoice processing and bill payment. Recent updates include the release of ExpenseLogic 10.0, featuring advanced functionalities like an Intelligent Queue Ordering Portal and Managed Mobility Services. RadiusPoint is privately held and manages spend in North America (90%) and Europe (10%).

RadiusPoint has integrated AI internally to process more invoices with fewer staff, facilitating growth. On the customer side, AI-driven features in its software allow for faster reporting and predictive analytics to address user experience. Over the past year, RadiusPoint invested \$220,000 in new software releases, focusing on upgrading its intelligent queue ordering portal and fully retiring ExpenseLogic 9.0. In the next 18 months, the company plans to finalize interface files for clients, vendors, electronic data interchange (EDI) and optical character recognition (OCR).

RadiusPoint displays its dedication to sustainability through reducing fuel consumption by enabling remote work, partnering with an e-waste company to refurbish electronics for charity and supporting employee volunteerism. RadiusPoint's culture is "collaborative and problem-solving, empowering employees to address client issues effectively." Customer satisfaction is managed through monthly calls, quarterly business reviews and client surveys.

Sakon

Sakon, a private company based in Concord, Massachusetts, offers three solution pillars: Telecom Platform, Device Platform and Sakon Mobile for ServiceNow. Its open architecture framework supports third-party integrations for wireline, mobile, cloud, ITSM, GL, AP and HR solutions. Sakon's global capabilities include real-time inventory, order/provisioning management, automation of monthly invoice validation, and vendor quote management, supporting 60 currencies. Approximately 65% of customer spend is managed directly, with indirect sales through Verizon, AT&T and Accenture.

Sakon's major investment focus areas include: ServiceNow scoped application, integrations and partnership; internal workflow automation and process automation software (PAS) to enhance scalability and quality, driving year-over-year ROI for customers; a FlexPay system that eliminates vendor late fees and supports global wallet capabilities in over 20 currencies. AI/ML and PAS improve efficiency in data ingestion, invoice validation and dispute management. ServiceNow AI "Now Assist" helps manage mobility inventory and help desk queries. Sustainability efforts include transitioning data centers to net-zero facilities, eliminating paper-based invoices and incentivizing customer device recycling.

Sakon prides itself on strong ethics, customer success, environmental stewardship and advancing women in technology. Customer satisfaction is tracked through surveys, monthly and quarterly business reviews, NPS, and customer health metrics in CRM. Regular reviews and analyses are conducted using a customer-accessible ticketing system.

Tangoe

Tangoe, headquartered in Indianapolis, Indiana, offers the Tangoe One platform. It supports TEM, MMS and cloud expense management (infrastructure as a service [IaaS], UCaaS and SaaS). Over the past year, Tangoe has enhanced its UI, added EU compliance features, and expanded its cloud expense management capabilities with fully managed SaaS offerings, public cloud offerings, chargeback historical reporting, and advisory services. Tangoe manages spend across all regions, with nearly all spend managed directly.

Tangoe leverages AI internally for invoice loading processes, optimizing rate plans, minimizing security software triggers and handling one-off internal tasks. Externally, an AI-driven application discovery/offboarding capability is available for SaaS and a Tangoe analytics AI/natural language chatbot is in development. Tangoe's strategic roadmap includes improved UX/UI, expanded automation and cloud breadth, mobile integration with API expansion, geoexpansion, pricing benchmarking and bandwidth utilization. Sustainability focuses are reducing Scope-3 emissions and electronic waste, and encouraging sustainable procurement.

Tangoe manages customer satisfaction through NPS surveys, transactional CSAT surveys, customer health monitoring and regular discussions. Tangoe reports it has reduced the number of customers experiencing issues by 80% in the last 18 months. Tangoe maintains ISO/IEC 27001 standards and enacts confidentiality terms to ensure data protection. Tangoe fosters an inclusive culture that promotes collaboration, innovation and continuous learning.

Tellennium

Tellennium, headquartered in Louisville, Kentucky, offers a TEM platform called Management of Things (MoT). It supports enterprise expenses and assets across various categories, including wireline, mobility, UCaaS, utilities and SaaS licensing. The platform receives monthly updates. Highlights include a certified ServiceNow store application and an AI contract reader for key terms identification. Of the total spend Tellennium manages, 84% is in North America, and the remainder is distributed globally. Tellennium specializes in creating a detailed telecom inventory that lists circuits, features, speed, primary interexchange carrier (PIC), physical location, device details including media access control (MAC) addresses, and purpose, ensuring complete transparency and accuracy for TEM.

Tellennium has deployed AI internally for code development, validation and quality assurance. AI also is used to streamline billing and auditing processes by capturing key contractual commitments and validating customer invoices, targeting manual error reduction. Customer-facing applications include AI-driven features for faster reporting and predictive analytics. Over the past year, Tellennium has made over 500 enhancements to its platform, focusing on utility reporting and self-service cost allocation. Tellennium plans to invest in AI-capabilities for budgeting, reporting and expanded SaaS API integrations.

The company culture emphasizes customer success, innovation and exceptional service, supported by a diverse team. Customer satisfaction is measured through executive leadership meetings, regular engagement, satisfaction surveys and savings targets, and Tellennium boasts a 98% customer retention rate.

Upland Software

Upland Software is headquartered in Austin, Texas. It offers a suite of platforms for technology expense management, including Upland Cimpl for TEM and wireless expense management, and Upland Cloud Cost Expense Management. Recent updates include two major releases in 2024, focusing on automation, alerting and data maturity. Upland is a publicly held company and manages \$1.9 billion in direct spend, focused in North America.

Upland Software has integrated AI tools to improve development, testing and overall employee efficiency. Collaborations with industry leaders like Atlassian, Amazon Web Services (AWS) and Microsoft help Upland adopt best practices. AI capabilities are embedded into Upland's toolset to optimize data ingestion, normalization, cost savings, vendor rationalization and recommendations. Additionally, GenAI is utilized for content management and creation focused on telephony. Strategic investments over the past year have centered on AI capabilities, RPA, integrations and automation, with plans to expand these in the next 18 months.

Upland Software targets enterprises primarily in the government, financial and healthcare sectors, providing solutions to customers directly or through its dedicated partner program. The company details sustainability initiatives on its ESG webpage. Upland's culture is global, collaborative and inclusive, dedicated to delivering high-quality solutions that align with clients' desired business outcomes. Customer satisfaction is measured through semiannual NPS surveys using Upland's survey platform.

Valicom

Based in Madison, Wisconsin, Valicom deploys its proprietary Clearview platform for TEM. Over the past 12 months, Valicom has completed a refresh of its UI, launched to both direct clients and channel partners. Further enhancements cover available reporting around IaaS cloud platforms. All of Valicom's \$550 million of managed spend is in North America, and split nearly equally between direct and partner sales.

Valicom uses AI primarily internally related to sales and marketing. Its strategic priorities include enhancements to Valicom's TEM software platform, security enhancements and technology upgrades. Self-service business intelligence tools and software reporting enhancements, and further emphasis on growing the partner channel are next. From a sustainability perspective, Valicom supports clients providing analytics and insights to optimize telecom and cloud consumption to reduce the carbon footprint and to optimize their own IT infrastructure for energy efficiency.

Valicom uses quarterly customer satisfaction survey insights to surface clients' needs and develops its services based on their recommendations. These surveys are coupled with quarterly bonus incentives for the Valicom operations team. Valicom is compliant with SSAE 16 and SOC 2, and follows the SOC reporting framework.

Valicom's culture emphasizes teamwork, idea sharing, continuous improvement and a unified goal to surpass client expectations.

vCom Solutions

Based in San Ramon, California, vCom Solutions is a private company delivering managed services across the technology life cycle from source to pay. Its platform, vManager, is an IT management platform, providing network, cloud services, UCaaS, SaaS, mobile devices and hardware management. Of the \$200 million in spend vCom manages, the majority comes from U.S. customers, and 50% is managed indirectly.

vCom leverages AI to enhance customer support and operations through interactive applications, predictive analytics and personalized engagement. Its customer success teams use AI to improve responsiveness and overall experience by forecasting and addressing potential issues. Automation tools like Cast.app, Chorus AI and UpdateAI address scalability. The mobile app and vChat tool provide quick data access. Combining AI with RPA, vCom offers optimization for IT spend, providing customers with contract expirations and alternative provider options. vCom's strategic roadmap includes evolving its channel strategy, expanding its AI development targeting customer experience, talent acquisition and upskilling, partnerships, brand awareness, and vendor integration. Sustainability efforts include expanding end-of-life capabilities for network and mobile (recovering, repurposing, reselling and recycling), paper-free invoicing and device sourcing strategy advisory.

vCom prioritizes employee well-being, recognition and collaboration. vCom manages customer satisfaction by conducting annual NPS surveys, overall satisfaction surveys, spot polls in monthly program health reviews and individual ticket-based surveys.

WidePoint

WidePoint, based in Fairfax, Virginia, provides customized solutions for TEM and telecom life cycle management for wireline and wireless devices and services. They are supported by the company's proprietary platform, Intelligent Technology Management System (ITMS). WidePoint provides TEM/TLM solutions to the U.S. Federal Government and enterprise clients, and directly manages \$162 million in spend across all regions except for MEA. WidePoint manages several currencies in each region and has an indirect channel that includes CDW, Leidos and TD Synnex.

WidePoint's near-term TEM/TLM strategic investments are focused on device-as-a-service strategic partnerships with touchpoints, establishing a new project management office for the U.S. Department of Homeland Security. It has The Federal Risk and Authorization Management Program (FedRAMP) accreditation for ITMS. Midterm, WidePoint will focus on customer support enhancements, staff training and physical expansion. Regarding AI, FedRAMP compliance requires that all AI tools and functionality must go through federal approval; however, internal investigation of viable and impactful AI solutions is underway. For sustainability, WidePoint prioritizes support for recycling, digital certifications and hybrid working.

Regarding customer satisfaction, WidePoint uses surveys and NPS but also uses feedback from social media, email, support tickets, churn rate, retention, product usage analysis and customer support metrics. WidePoint's culture prioritizes collaboration, innovation, excellence, teamwork, continuous learning and a customer-first mindset.

Market Recommendations

As an SPVM leader, you should:

- Evaluate TEM providers using a three-pronged approach covering technical and functional requirements (including geographic coverage), commercial structure and competitiveness, and operational performance. In practice, this approach means performing due diligence to validate adherence to performance metrics, processes and responsibilities.
- Require TEM providers to demonstrate their AI capabilities and applications in areas like invoice automation, data retrieval and predictive analytics. Ensure they can prove how these technologies will optimize internal workflows and enhance user interactions.
- Apply sustainability requirements, and ensure that they are measurable. Look for both internal measures, such as reducing utility consumption, and external ones, such as automating invoicing, to enable clients to reduce their paper consumption (and, thus, their carbon footprint).
- Ensure that the provider's view of the value it delivers is consistent with your expected business outcome and that its strategic direction will support any ongoing engagement.
- Clarify deployment costs and processes by requesting transparency. In addition, decide which implementation time frames may be most appropriate for deployment based on either a full stack in a specific geography or a specific feature across geographies.
- Because this market has been so heavily characterized by M&A activity, ensure exit clauses for change of ownership are in place, and request information about the provider's M&A track record. As many providers are privately or private equity held, also ask for financial statements to ensure financial health is sufficiently robust.

Acronym Key and Glossary Terms

AP	Accounts payable
CLM	Communications life cycle management
CSAT	Customer satisfaction
CX	Customer experience
ESG	Environmental, social and governance
GDPR	General Data Protection Regulation
GL	General ledger
HIPAA	Health Insurance Portability and Accountability Act
IoT	Internet of Things
ISO/IEC	International Organization for Standardization/International Electrotechnical Commission
ITSM	IT service management
M&A	Merger and acquisition
MACD	Move, add, change or delete
MDM	Mobile device management
ML	Machine learning
MMS	Managed mobility services
NIST	National Institute of Standards and Technology
NPS	Net Promoter Score
PCI DSS	Payment Card Industry Data Security Standard
RPA	Robotic process automation
SOC	Service Organization Control
SSAE	Statement on Standards for Attestation Engagements
TEM	Telecom expense management
UCaaS	Unified communications as a service

UX	User experience
VoIP	Voice over IP
XLA	Experience-level agreement

Evidence

This research is based on TEM-related inquiries from Gartner end-user clients focused on sourcing from providers. Many clients seek to update their view of their communications estate and to ensure that the communications services they use are adding value to their business and are not redundant. This research is also based on provider surveys conducted explicitly for this report.

¹ [Top Growth Trends in WAN Branch Office Connectivity for 2023.](#)

² [How to Create Actionable Reports for Finance Business Partners.](#)

Note 1: TEM Stack Definitions

User Interfaces Level

This level focuses on the interaction between users and the TEM system. It includes:

- **Dashboards:** Visual interfaces that provide real-time data and analytics, allowing users to monitor and manage telecom expenses and usage effectively.
- **User Portals:** Web-based platforms where users can access their telecom services, view bills, submit requests and manage their accounts.
- **Mobile Applications:** Apps designed for mobile devices, offering users the flexibility to manage telecom services.

Core TEM Services Level

This level encompasses the essential services provided by a TEM system, which include:

- **Invoice, Expense, Contract, Inventory Management:** Handling and organizing invoices, tracking expenses, managing contracts and maintaining an inventory of telecom assets.

- Usage Monitoring and Optimization: Continuously monitoring telecom usage and optimizing it to reduce costs and improve efficiency.
- Processing, Tracking, Procurement, Dispute Management: Processing telecom-related transactions, tracking service orders, procuring telecom services and equipment, and managing disputes with service providers.

Automation and Integration Level

This level integrates advanced technologies to automate processes and ensure seamless integration with other systems. It includes:

- RPA, AI, NLP, ML: Utilizing Robotic Process Automation (RPA), Artificial Intelligence (AI), Natural Language Processing (NLP), and Machine Learning (ML) to automate repetitive tasks, enhance decision making and improve overall efficiency.
- API Integrations: Connecting the TEM system with other enterprise systems (e.g., ERP, CRM) through APIs to ensure data consistency and streamline workflows.
- Workflows: Defining and automating workflows to ensure smooth and efficient processes across the communications estate.

Data and Analytics Level

This level focuses on the collection, analysis and utilization of data to drive insights and ensure compliance. It includes:

- Data Collection, Advanced Analytics, Predictive Analytics: Gathering data from various sources, performing advanced analytics to uncover insights, and using predictive analytics to forecast future trends and optimize telecom expenses.
- ESG, Security, Compliance: Ensuring that the TEM system adheres to environmental, social and governance (ESG) standards, maintaining robust security measures to protect data, and complying with relevant regulations and standards.

Gartner does not consider TEM solutions around element management for telecom infrastructure, such as PBX and key telephone systems, Internet Protocol (IP) telephone equipment, and other voice communications infrastructure. Element management is covered in a typical network IT engagement. Over-the-air MDM is increasingly bundled with TEM offerings. MMS is an adjacent market, which many TEM players are morphing into.

Note 2: M&A Activity

While consolidation is sometimes thought to reduce buyer choice and increase pricing, this has not yet been observed in the TEM market. M&A may continue over the next few years for technological enhancements and to enhance service delivery capabilities and scale in different geographic regions.

Recommended by the Authors

Some documents may not be available as part of your current Gartner subscription.

[Magic Quadrant for Managed Mobility Services, Global](#)

[Critical Capabilities for Managed Mobility Services, Global](#)

[Toolkit: Telecom Expense Management RFP Template](#)

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Table 1: The TEM Stack and Components

User-interfaces level	Core TEM-services level	Automation and integration level	Data and analytics level
<ul style="list-style-type: none">■ Dashboards■ User portals■ Mobile applications	<ul style="list-style-type: none">■ Invoice, expense, contract, inventory■ Usage monitoring, optimization■ Processing, tracking, procurement, dispute	<ul style="list-style-type: none">■ RPA, AI, NLP, ML■ API integrations■ Workflow	<ul style="list-style-type: none">■ Data collection, advanced analytics, predictive analytics■ ESG, security and compliance
Footnote: Wireline voice and data, mobile, and other services			

Source: Gartner (November 2024)

Table 2: Representative Providers in Telecom Expense Management Services

↓	Target customers' annual revenue	↓ Top three industries served	↓ Target customers' annual telecom spend	↓ Target customers' number of mobile devices	↓
Asignet	\$50 million+	N/A	\$2 million+	500+	
Avail	\$700 million	Healthcare, Utilities, Financial	\$9 million	1,000	
brightfin	\$5 million to \$4 billion+	Financial Services, Technology, Healthcare	\$5 million+	5,000+	
Calero	\$100 million+	N/A	\$1 million+	250+	
Cass Information Systems	\$1 billion+	Financial Services, Technology, Manufacturing	\$5 million+	2,500+ (flexible)	
ICOMM	\$100 million to \$500 billion	Financial, Healthcare, Energy	\$2 million to \$100 million	500 to 100,000	
Mindglobal	\$1 billion+	Banking/Financial Services, Manufacturing, Healthcare	\$1 million+	1,000+	
Motus	\$500,000 to \$2 billion	Manufacturing, Consumer Services, Hospitality	\$350,000+	1,000 to 9,999	
One Source	\$100 million to \$90 billion	High Tech, Financial Services, Healthcare	\$1 million+	More than 500	

↓	Target customers' annual revenue	↓	Top three industries served	↓	Target customers' annual telecom spend	↓	Target customers' number of mobile devices	↓
RadiusPoint	\$100 million+		Healthcare, Retail, Manufacturing		\$1 million+		250+	
Sakon	\$1 billion+		Healthcare, Finance, Retail		\$4 million+		1,000+	
Tangoe	\$250 million to \$10 billion+		Manufacturing, Retail, Finance		\$2 million		750	
Tellennium	\$200 million to \$300 billion+		Healthcare, Manufacturing, Financial		\$500,000 to \$150 million		500+	
Upland Software	\$250 million to \$5 billion		Government, Financial, Healthcare		\$5 million+		1,000+	
Valicom	\$500 million to \$30 billion+		Healthcare, Hospitality, Manufacturing		\$1 million to \$50 million+		1,000 to 20,000	
vCom Solutions	\$50 million to \$5 billion		Healthcare, Financial Services, Legal		\$1 million+		100 to 10,000	
WidePoint	N/A		U.S. Federal Government/Public Sector, Healthcare, Finance		N/A		10,000 to 50,000	
N/A = not available/not applicable								

Source: Gartner (November 2024)