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The Forrester Wave™: Global IT Infrastructure Outsourcing, Q1 2011

by Bill Martorelli and Wolfgang Benkel
for Sourcing & Vendor Management Professionals

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IBM Leads A Closely Packed Group Of Suppliers

by **Bill Martorelli and Wolfgang Benkel**

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EXECUTIVE SUMMARY

In Forrester's 36-criteria evaluation of global IT infrastructure management vendors, we found that IBM leads a closely packed group of leaders including HCL, Capgemini, Wipro, Infosys, TCS, Accenture, Cognizant, HP, CSC, and Siemens (SIS). Strong Performers include Fujitsu, Mahindra IT & Business Services, Getronics Workspace Alliance (GWA), ACS, Unisys, Dell, Logica, and CGI. The market for IT infrastructure management services is evolving rapidly with the preference for asset-light transactions, continuing growth in global delivery, and the impact of the cloud serving to converge value propositions between leading contenders. The market for IT infrastructure management services is growing after a difficult period of economic uncertainty curtailed demand and as customers embrace IT outsourcing as a way to achieve cost efficiencies.

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Forrester conducted vendor evaluations for 19 participating suppliers and interviewed 86 client references. Suppliers evaluated include Accenture, ACS, Capgemini, CGI, Cognizant, CSC, Dell, Fujitsu, Getronics Workspace Alliance (GWA), HCL, HP, IBM, Infosys, Logica, Mahindra IT & Business Services, Siemens (SIS), TCS, Unisys, and Wipro.

Related Research Documents

["Market Overview: European IT Infrastructure Outsourcing"](#)

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["Market Overview: North American IT Infrastructure Outsourcing"](#)

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["The Forrester Wave™: Global IT Infrastructure Outsourcing, Q1 2009"](#)

April 6, 2009

GLOBAL IT INFRASTRUCTURE MANAGEMENT IS POISED FOR GROWTH IN 2011

Global IT infrastructure management services remain among the most attractive means by which enterprise customers can achieve additional cost efficiencies in IT operations. But today's market goes beyond cost savings to pursue transformation and consolidation in IT infrastructure operations as customers prepare for greater value in outsourcing. As a result, the market is poised for growth. After a setback in 2009, in which the global market for IT outsourcing fell 2.8% to \$231 billion, the market rebounded in 2010, growing 2.8% to \$237 billion with forecast growth to \$254 billion in 2011, a growth of 7.1%.¹ Our evaluation highlighted the following trends:

- **Cloud-based infrastructure services are looming.** Cloud services like infrastructure-as-a-service are among the most discussed services in the market, but most of the current activity entails private cloud solutions dedicated for single clients. Only a few infrastructure service providers so far are offering real public cloud solutions with high flexibility of changing baselines and pay-what-you-use pricing models. Nevertheless, most infrastructure providers have recognized that to succeed, customers need consulting solutions for cloud readiness and cloud integration and assessments. Some infrastructure providers are offering infrastructure managed services including public cloud solutions of third parties like Amazon or Google. While IT infrastructure management and cloud solutions are still largely separate, they are converging rapidly.
- **Industry consolidation is a fundamental fact of life in IT infrastructure management.** HP acquired EDS in 2008 in a seismic transaction worth nearly \$14 billion, and two subsequent transactions, Dell's acquisition of Perot Systems and Xerox's acquisition of ACS, helped to transform the North American market. The winds of industry consolidation are blowing again across different elements of the delivery supply chain with Atos Origin's intention to purchase Siemens (SIS), iGate's acquisition of Patni, as well as rampant acquisition at the level of cloud suppliers like Terremark and NaviSite.²
- **Innovation and continuous improvement remain uneven.** Most suppliers emphasize innovation and continuous improvement in their current offerings, but only some of them have a differentiated view on how innovation and continuous improvement provide business — as opposed to technical — value. Most innovation efforts are focused on making technology operations more efficient and effective.

Size And Market Presence Differentiate The Firms, But Value Propositions Are Converging

There is still a big difference in terms of the size and market presence of competing IT infrastructure management suppliers. However, other market factors are serving to level the playing field:

- **Global delivery is a ubiquitous feature of IT infrastructure management delivery.** The global delivery models of the leading providers are expanding. While leading global companies are

expanding their use of labor in low-cost geographies, the India-based infrastructure providers are increasing their footprints across other geographic regions.

- **Asset-light deals allow offshore providers to play above their weight.** Today's asset-light outsourcing transactions allow offshore suppliers to compete on a more equal footing for more deals, and offshore suppliers have matured beyond their once nearly exclusive focus on remote infrastructure management (RIM).
- **Multisourcing provides new inroads for smaller suppliers.** Fewer customers today expect a single provider to supply all of their IT infrastructure management needs, and customers continue to favor a selective approach to outsourcing involving multiple suppliers. Suppliers increasingly seek to amplify their market presence by serving as a “service integrator,” coordinating the activities of other suppliers. Indian offshore providers and the largest traditional outsourcers also typically turn to partners for physical dispatched services like deskside support.
- **Cloud strategies provide leapfrog opportunities.** Moreover, emerging cloud strategies are also allowing various suppliers to pursue “leapfrog” opportunities in cloud service aggregation and brokerage. While scale still provides a benefit to suppliers seeking to span cloud deployment models across private and public domains, cloud consulting and service packaging opportunities are open to virtually all comers.

GLOBAL IT INFRASTRUCTURE MANAGEMENT EVALUATION OVERVIEW

To assess the state of the global IT infrastructure management market and see how the vendors stack up against each other, Forrester evaluated the strengths and weaknesses of top IT infrastructure management vendors.³

Evaluation Criteria Focus On Provider Strengths And Differentiation

All of the major providers can successfully manage outsourced IT services, and service portfolios generally have a high degree of overlap — such as help desk and network management — so clients are seeking ways to meaningfully differentiate service providers in an increasingly commoditized marketplace. This study assessed providers' capabilities and presence in several core infrastructure management service towers (see Figure 1).

This study also took into account what has become a major differentiator for clients: a provider's ability to consistently implement technical and business change in a comprehensive IT infrastructure outsourcing deal. To assess this capability, we conducted an additional survey — using 25 criteria — of several reference clients from each of the service providers to collect real-world data on sourcing deal implementation, account management implementation, service delivery quality, and general client satisfaction. Based on past research, user requests, and service provider and expert reviews, we

developed a comprehensive set of evaluation criteria.⁴ We evaluated service providers by reference client findings and against 36 criteria, which we grouped into three high-level buckets:

- **Current offering.** To assess each service provider's current offering, we evaluated it for the strength and positioning of its global delivery model, global geographic staffing distribution, global client geographic distribution, operations and strategy consulting capability, ecosystem participation (for IT partnerships and alliances in the IT infrastructure management business), capabilities for innovation and continuous improvement, and current support for infrastructure-as-service. We included the reference client survey findings in this section.
- **Strategy.** Our strategy assessment measured each service provider's overall strategy around its client value proposition and vision, planned enhancements in the infrastructure management business, plans for geographic growth, investment allocated to support strategic growth, and vision for the cloud.
- **Market presence.** We assessed market presence by using a combination of criteria, including financial strength as measured by corporate revenue, infrastructure management revenue, corporate profitability, infrastructure management revenue percentage, and infrastructure management revenue growth. We also evaluated the breadth of the existing client base, the number of employees dedicated to infrastructure management, the market presence that each firm has by line of service, and the total number of employees. Each measure resulted in a score relative to the other respondents rather than an arbitrary threshold. We ranked firms by quartile for each measure to assign the appropriate score (see Figure 2).

Figure 1 IT Infrastructure Service Towers

1-1 Service category definition

| Service category | Includes |
|---|--|
| Help desk services | Incident and problem management, level 1 and/or 2 support, etc. |
| Hosting and data center management services | Hosting, server management, facilities management, etc. |
| Managed network services | Local area network, wide-area network, voice, VoIP, telephony |
| Mainframe services | Operations, production control, technical support, and monitoring for mainframe environments |
| Deskside/on-site support services | Break-fix, IMACs, asset management, and related services |
| Desktop management services | Design, configuration, testing, standards, and related services |
| Storage management services | Monitoring, capacity management, backups, provisioning, and related services |
| Managed security services | Content/data security services, physical security, privacy management, threat assessment (internal and external), SIEM capabilities, vulnerability management, incident management and forensics, and related services |
| Infrastructure-as-a-service | IaaS services or extensions, including desktop-as-a-service and storage-as-a-service |

1-2 ITO service towers aggregated as managed objects

| Managed objects | | | | | | | | |
|-----------------|-----------------|---------|--------------------------------|-----------|----------|-----------|-----------|---------|
| Desktop | Deskside | Hosting | Network | Storage | Security | Help desk | Mainframe | IaaS |
| Seats/ users | Seats/ users | Servers | Routers, switches, ports | Terabytes | Clients | Users | MIPS | Clients |

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Source: Forrester Research, Inc.

Figure 2 Quartiles For Market Presence Measures

| | Minimum value | First quartile | Second quartile | Third quartile | Maximum value |
|--|-----------------|-----------------|-----------------|------------------|-------------------|
| Services market presence | | | | | |
| Desktop management services | 104,000 | 405,170 | 774,816 | 1,850,000 | 6,016,000 |
| Desktop/on-site support services | N/A | 157,064 | 568,000 | 1,195,231 | 5,600,000 |
| Hosting and data center management services | 19,800 | 38,871 | 89,710 | 172,500 | 532,500 |
| Managed network services | 7,700 | 82,500 | 280,000 | 776,186 | 7,082,877 |
| Storage management services | 3,400 | 15,806 | 31,145 | 46,500 | 380,000 |
| Managed security services | 23 | 125 | 240 | 701 | 3,800 |
| Help desk services | 187,500 | 500,000 | 966,940 | 2,167,309 | 11,495,000 |
| Mainframe services | 4,660 | 8,850 | 42,325 | 90,417 | 1,650,000 |
| Infrastructure-as-a-service | N/A | 10 | 46 | 83 | 1,200 |
| Financial strength | | | | | |
| Corporate revenue | \$2,130,000,000 | \$4,750,000,000 | \$6,350,000,000 | \$18,825,000,000 | \$114,552,000,000 |
| Infrastructure management revenue | \$243,000,000 | \$725,000,000 | \$1,836,000,000 | \$3,355,500,000 | \$19,340,000,000 |
| Corporate profitability | 0.0% | 6.4% | 8.8% | 16.8% | 27.3% |
| Infrastructure management revenue percentage | 2.0% | 10.2% | 18.0% | 24.5% | 75.0% |
| Infrastructure management revenue growth | -5.0% | 2.2% | 4.0% | 11.0% | 159.0% |
| Infrastructure services client base | N/A | 245 | 330 | 605 | 7,000 |
| Infrastructure service employees | 4,800 | 6,500 | 10,500 | 21,096 | 150,000 |
| Total employees | 25,600 | 40,000 | 100,000 | 146,850 | 399,409 |

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Source: Forrester Research, Inc.

Suppliers Evaluated Represent The Leaders In Global IT Infrastructure Management

Forrester included 19 vendors in the assessment: Accenture, ACS, Capgemini, CGI, Cognizant, CSC, Dell, Fujitsu, Getronics Workspace Alliance (GWA), HCL, HP, IBM, Infosys, Logica, Mahindra IT & Business Services, Siemens (SIS), TCS, Unisys, and Wipro. Each of these vendors met Forrester’s qualification criteria (see Figure 3).⁵

Figure 3 Evaluated Providers’ Qualification Criteria

| | |
|---|---|
| Total firm employees | 20,000 or more total employees |
| Annual sales/revenue | At least \$1 billion in the most recently completed fiscal year |
| Infrastructure management sales/revenue | At least \$150 million in the most recently completed fiscal year (may be a Forrester estimate) |
| Primary firm business focus | IT services and not on hardware, telecommunications, or applications services |
| Comprehensive commercial capabilities | Provider supports multiple IT infrastructure management service towers to the market for external clients. |
| Multiregion capabilities | Provider is able to deliver IT infrastructure services in multiple geographies — at least two of three regions (Americas, EMEA, and Asia Pacific). |
| Reference clients: | All included providers must ensure that Forrester has four qualified and completed reference client surveys where each client meets the criteria listed below: |
| Reference client annual spend | The annual spend for each client must be at least \$7 to \$8 million per year. |
| Reference client contract duration | The total contract duration should be three years or longer. |
| Reference client global capability | There must be at least one reference customer from at least two of the following regions: North America, Europe, Asia Pacific (including Australia and New Zealand). It was highly preferable — but not an absolute requirement for inclusion — that the reference customer is receiving service in more than one region (supporting claims of truly global capability). |
| Reference client comprehensive capability | Reference customers should be receiving at least two of the included service towers. |
| Reference client age of contract | There should be at least 10 months since the reference customer contract signature (deal signed on or before December 2009). |

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Source: Forrester Research, Inc.

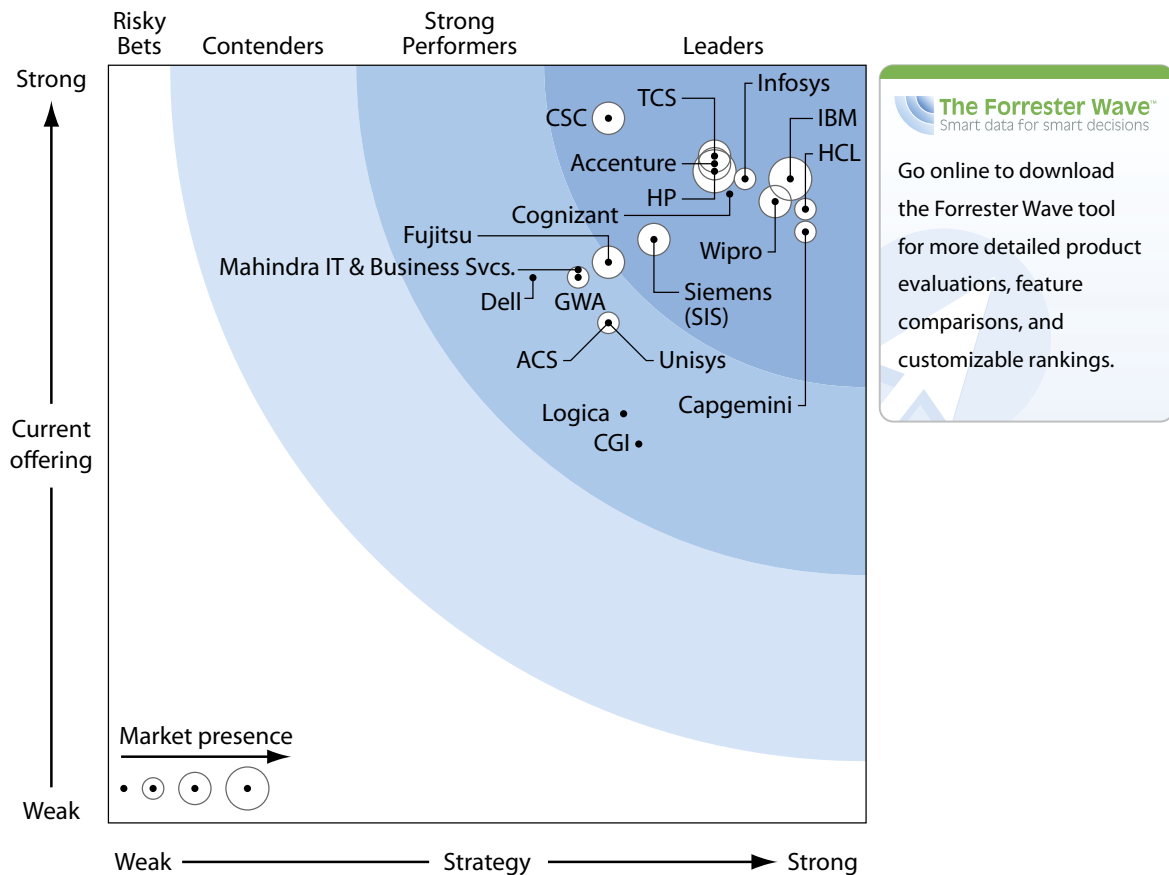
LEADING SUPPLIERS CONVERGE AS LEADERS IN A MATURE SERVICE CATEGORY

The evaluation uncovered a market in which (see Figure 4):

- **IBM leads a closely packed group of Leaders.** In addition to IBM, the Leaders also include HCL, Capgemini, Wipro, Infosys, TCS, Accenture, HP, Cognizant, CSC, and SIS. The differentiation is primarily on the strength of strong current capabilities and strategy.
- **Fujitsu, Mahindra IT & Business Services, GWA, and Unisys lead the Strong Performers.** Additional suppliers in the Strong Performers category include ACS, Dell, Logica, and CGI. While possessing significant strengths, these suppliers lack significant global reach, market presence, or differentiating strategies.

This evaluation of the global IT infrastructure management market is intended to be a starting point only. We encourage readers to view detailed product evaluations and adapt the criteria weightings to fit their individual needs through the Forrester Wave Excel-based vendor comparison tool.

Figure 4 Forrester Wave™: Global IT Infrastructure Outsourcing, Q1 '11



Source: Forrester Research, Inc.

Figure 4 Forrester Wave™: Global IT Infrastructure Outsourcing, Q1 '11 (Cont.)

| | Forrester's Weighting | Accenture | ACS | Capgemini | CGI | Cognizant | CSC | Dell | Fujitsu | GWA | HCL |
|---|-----------------------|-----------|------|-----------|------|-----------|------|------|---------|------|------|
| CURRENT OFFERING | 50% | 4.35 | 3.30 | 3.90 | 2.50 | 4.15 | 4.65 | 3.60 | 3.70 | 3.60 | 4.05 |
| Global delivery model | 15% | 5.00 | 4.00 | 5.00 | 1.00 | 5.00 | 5.00 | 3.00 | 5.00 | 3.00 | 5.00 |
| Global geographic staffing distribution | 10% | 5.00 | 4.00 | 3.00 | 1.00 | 1.00 | 5.00 | 5.00 | 4.00 | 4.00 | 3.00 |
| Global client geographic distribution | 10% | 5.00 | 0.00 | 3.00 | 1.00 | 3.00 | 5.00 | 3.00 | 3.00 | 4.00 | 5.00 |
| Operations and strategy consulting | 10% | 5.00 | 3.00 | 5.00 | 3.00 | 5.00 | 5.00 | 3.00 | 5.00 | 1.00 | 5.00 |
| Ecosystem participation | 10% | 5.00 | 1.00 | 4.00 | 3.00 | 5.00 | 5.00 | 3.00 | 3.00 | 3.00 | 5.00 |
| Innovation and continuous improvement | 5% | 5.00 | 3.00 | 5.00 | 3.00 | 4.00 | 3.00 | 3.00 | 3.00 | 3.00 | 4.00 |
| Infrastructure-as-a-service offerings | 5% | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 4.00 | 3.00 | 5.00 | 3.00 | 3.00 |
| Client feedback on implementation | 10% | 4.00 | 5.00 | 3.00 | 5.00 | 4.00 | 5.00 | 3.00 | 3.00 | 4.00 | 3.00 |
| Client feedback on account management | 10% | 3.00 | 4.00 | 4.00 | 3.00 | 5.00 | 4.00 | 5.00 | 3.00 | 5.00 | 3.00 |
| Client feedback on service quality | 5% | 4.00 | 4.00 | 5.00 | 3.00 | 5.00 | 3.00 | 5.00 | 3.00 | 5.00 | 5.00 |
| Client feedback on general satisfaction | 10% | 3.00 | 5.00 | 3.00 | 3.00 | 5.00 | 5.00 | 4.00 | 3.00 | 5.00 | 3.00 |
| STRATEGY | 50% | 4.00 | 3.30 | 4.60 | 3.50 | 4.10 | 3.30 | 2.80 | 3.30 | 3.10 | 4.60 |
| Customer value proposition and vision | 30% | 5.00 | 3.00 | 5.00 | 4.00 | 4.00 | 4.00 | 3.00 | 4.00 | 4.00 | 4.00 |
| Planned enhancements | 20% | 3.00 | 3.00 | 5.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 5.00 |
| Plans for growth | 20% | 3.00 | 3.00 | 5.00 | 3.00 | 4.00 | 3.00 | 3.00 | 3.00 | 3.00 | 5.00 |
| Investment to support strategy | 10% | 3.00 | 2.00 | 3.00 | 3.00 | 5.00 | 1.00 | 1.00 | 3.00 | 1.00 | 4.00 |
| Vision for cloud services | 20% | 5.00 | 5.00 | 4.00 | 4.00 | 5.00 | 4.00 | 3.00 | 3.00 | 3.00 | 5.00 |
| MARKET PRESENCE | 0% | 3.22 | 2.60 | 2.54 | 1.33 | 1.86 | 3.47 | 1.86 | 3.72 | 2.90 | 2.81 |
| Service market presence | 40% | 3.44 | 2.21 | 2.11 | 1.22 | 1.33 | 4.11 | 1.80 | 3.45 | 3.45 | 3.33 |
| Financial strength | 30% | 2.80 | 3.40 | 3.00 | 1.80 | 2.60 | 2.60 | 2.80 | 2.80 | 2.40 | 2.60 |
| IT infrastructure services client base | 15% | 3.00 | 3.00 | 3.00 | 1.00 | 2.00 | 3.00 | 0.00 | 5.00 | 3.00 | 2.00 |
| Vertical alignment | 0% | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| IT infrastructure service employees | 10% | 3.00 | 1.00 | 2.00 | 1.00 | 1.00 | 5.00 | 2.00 | 5.00 | 3.00 | 3.00 |
| Total employees | 5% | 5.00 | 3.00 | 3.00 | 1.00 | 3.00 | 2.00 | 2.00 | 5.00 | 1.00 | 2.00 |

All scores are based on a scale of 0 (weak) to 5 (strong).

Source: Forrester Research, Inc.

Figure 4 Forrester Wave™: Global IT Infrastructure Outsourcing, Q1 '11 (Cont.)

| | Forrester's Weighting | HP | IBM | Infosys | Logica | Mahindra IT & Business Svcs. | Siemens (SIS) | TCS | Unisys | Wipro |
|---|-----------------------|------|------|---------|--------|------------------------------|---------------|------|--------|-------|
| CURRENT OFFERING | 50% | 4.30 | 4.25 | 4.25 | 2.70 | 3.65 | 3.85 | 4.40 | 3.30 | 4.10 |
| Global delivery model | 15% | 5.00 | 5.00 | 5.00 | 3.00 | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 |
| Global geographic staffing distribution | 10% | 5.00 | 5.00 | 3.00 | 1.00 | 1.00 | 5.00 | 1.00 | 3.00 | 1.00 |
| Global client geographic distribution | 10% | 5.00 | 5.00 | 5.00 | 1.00 | 5.00 | 3.00 | 5.00 | 4.00 | 5.00 |
| Operations and strategy consulting | 10% | 4.00 | 5.00 | 5.00 | 3.00 | 3.00 | 5.00 | 5.00 | 1.00 | 5.00 |
| Ecosystem participation | 10% | 5.00 | 5.00 | 5.00 | 3.00 | 5.00 | 3.00 | 5.00 | 1.00 | 5.00 |
| Innovation and continuous improvement | 5% | 3.00 | 5.00 | 5.00 | 3.00 | 4.00 | 3.00 | 3.00 | 1.00 | 5.00 |
| Infrastructure-as-a-service offerings | 5% | 4.00 | 4.00 | 4.00 | 3.00 | 5.00 | 3.00 | 3.00 | 1.00 | 5.00 |
| Client feedback on implementation | 10% | 3.00 | 3.00 | 4.00 | 4.00 | 3.00 | 3.00 | 5.00 | 5.00 | 3.00 |
| Client feedback on account management | 10% | 4.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 5.00 | 5.00 | 4.00 |
| Client feedback on service quality | 5% | 4.00 | 3.00 | 3.00 | 3.00 | 3.00 | 4.00 | 5.00 | 3.00 | 3.00 |
| Client feedback on general satisfaction | 10% | 4.00 | 3.00 | 4.00 | 3.00 | 3.00 | 4.00 | 5.00 | 4.00 | 4.00 |
| STRATEGY | 50% | 4.00 | 4.50 | 4.20 | 3.40 | 3.10 | 3.60 | 4.00 | 3.30 | 4.40 |
| Customer value proposition and vision | 30% | 5.00 | 5.00 | 5.00 | 4.00 | 3.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| Planned enhancements | 20% | 3.00 | 5.00 | 5.00 | 3.00 | 3.00 | 3.00 | 5.00 | 3.00 | 5.00 |
| Plans for growth | 20% | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 5.00 |
| Investment to support strategy | 10% | 3.00 | 4.00 | 5.00 | 4.00 | 4.00 | 4.00 | 4.00 | 1.00 | 4.00 |
| Vision for cloud services | 20% | 5.00 | 5.00 | 3.00 | 3.00 | 3.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| MARKET PRESENCE | 0% | 4.43 | 4.38 | 2.36 | 1.73 | 1.77 | 3.20 | 2.83 | 2.17 | 3.97 |
| Service market presence | 40% | 4.78 | 4.66 | 2.55 | 1.55 | 2.66 | 3.01 | 3.00 | 2.02 | 3.88 |
| Financial strength | 30% | 3.40 | 3.40 | 2.80 | 2.20 | 1.20 | 3.00 | 2.60 | 3.20 | 3.40 |
| IT infrastructure services client base | 15% | 5.00 | 5.00 | 1.00 | 2.00 | 1.00 | 5.00 | 2.00 | 1.00 | 5.00 |
| Vertical alignment | 0% | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| IT infrastructure service employees | 10% | 5.00 | 5.00 | 2.00 | 1.00 | 1.00 | 3.00 | 3.00 | 2.00 | 5.00 |
| Total employees | 5% | 5.00 | 5.00 | 3.00 | 1.00 | 2.00 | 1.00 | 5.00 | 1.00 | 3.00 |

All scores are based on a scale of 0 (weak) to 5 (strong).

Source: Forrester Research, Inc.

VENDOR PROFILES

Leaders Possess A Strong Balance Of Current Capability, Strategy, And Market Presence

- **IBM.** IBM boasts the overall highest grade among the suppliers we evaluated, befitting its broad range of capability. IBM has a strong strategy including value proposition and vision, as well as vision for the cloud. High points for IBM's evaluation include its very strong geographic distribution of clients and staff, as well as its strength in complementary consulting services.
- **HCL.** HCL has emerged as one of the strongest of the India-centric infrastructure management providers, with strong plans for growth and an aggressive vision for the cloud. HCL's overall strategy for IT infrastructure management is also well articulated, with a mature vision for the future of the cloud. HCL's market presence lags behind that of the truly global competitors.
- **Capgemini.** Capgemini has been aggressive in pursuing its vision for the cloud for several years already, having participated in early alliances with suppliers including Amazon and Google. Although it is solid in terms of its overall current offering, its strength from both a staffing and customer distribution standpoint lies primarily in Europe, and its market presence scores lag behind those of more geographically balanced competitors. Capgemini's overall strategy is a strong point.
- **Wipro.** Wipro's acquisition of Infocrossing in 2007 and its continuing expansion of data center capacity including the recent purchase of the Citibank data center in Germany make it the most facilities-centric of the leading India-centric providers. It also boasts the largest overall market presence among these providers, with strong geographic breadth and balance across North America and EMEA as well as Asia Pacific, including its extensive operations in India.
- **Infosys.** Infosys offers strong consulting-led infrastructure transformation. It has diverse geographic client distribution across the globe, a robust partner ecosystem, and a stand-out story on innovation and continuous improvement. Infosys has very high scores for customer value proposition and vision as well as a solid road map for planned enhancements. It is a rising power in the IT infrastructure management space as evident from its global Microsoft IT infrastructure deal as well as several other engagements.
- **TCS.** TCS received the overall best customer reference scores of any provider in the analysis. Although limited in terms of the geographic distribution of its staff, TCS has solid global distribution of clients, along with solid marks for complementary consulting capabilities as well as solid ecosystem participation. TCS also has a very solid strategy for IT infrastructure management including a particularly strong vision for planned enhancements.
- **Accenture.** Accenture offers a strong consulting-led value proposition for IT infrastructure management and offers clients a strong global distribution of delivery staff. Accenture also gets high marks for ecosystem participation as well as a strong focus on innovation and continuous improvement.

- **HP.** HP gets high marks for having the overall largest market presence among the suppliers we surveyed, the highest service market presence, as well as its solid vision for the cloud. HP also gets high marks for geographic distribution of clients and staff, its global delivery model, as well as its broad ecosystem participation. HP also offers a strong focus on continuous improvement and innovation, along with strong plans for growth.
- **Cognizant.** Cognizant remains limited in terms of service market presence as a relative latecomer to IT infrastructure management among India-centric firms, but is seeking to move forward aggressively with its expansive strategy featuring a particularly broad vision for the cloud. Cognizant also benefitted significantly in the analysis from strong client reference scores.
- **CSC.** CSC has the strongest scores for overall current offering among the suppliers we surveyed. High points for its evaluation include very solid geographic distribution for clients, staff, and its global delivery model, as well as its solid ecosystem participation. CSC's market presence is solid, although not as strong as that of HP.
- **Siemens (SIS).** Siemens (SIS) traditionally has a strong IT infrastructure management market presence in EMEA. Siemens announced last December its intention to sell Siemens (SIS) to Atos Origin (a French-based infrastructure and application services provider). The "merger" will be finalized mid-2011. The new company, Atos Origin/Siemens SIS, would become one of the largest IT infrastructure management service providers in Europe.

Strong Performers Provide Complementary Strengths

- **Fujitsu.** Fujitsu has a solid overall market presence, as well as strong capabilities in consulting. Its offering is also characterized by a strong global delivery model, solid distribution of its client base, as well as a promising position regarding infrastructure-as-a-service offerings. The company also has strength across a wide range of service categories including desktop, deskside, help desk, and data center management, among others.
- **Mahindra IT & Business Services.** Mahindra IT & Business Services represents the joint services and operations of Tech Mahindra and Mahindra Satyam. Although best known for enterprise solutions in the application development and maintenance space, the combined entity has a strong current offering in IT infrastructure management, although a limited market presence. The company has a strong global delivery model with a solid distribution of clients, although staff remains highly concentrated in India. It also has relatively strong capabilities in infrastructure-as-a-service.
- **Getronics Workspace Alliance (GWA).** GWA is a partnership of Getronics, CompuCom, Tecnomcom, NTT Data, APX Service Technologies, and ServiceOne Getronics. KPN is at the center of the Alliance and holds an equity stake in each of the Alliance members. The main

reason for this Workspace Alliance is the geographical coverage for all infrastructure services, but the Workspace members do work independently within their own regions and join together to provide a seamless global support structure, leveraging the same tools and technologies. If the support services are not available through an Alliance member, then they are free to partner with other infrastructure providers. GWA has solid scores for current offering and very strong feedback from client references.

- **Unisys.** Unisys' strong geographic delivery model is a strength. The company also has strong capabilities in desktop management and help desk. Unisys has often served as a subcontractor to other suppliers including India-centric providers such as Infosys and Wipro. Unisys also received very solid client reference scores and has an aggressive and expansive vision for the future of cloud services.
- **ACS.** Some clients feared that ACS would drop its focus on IT infrastructure management in favor of BPO synergies when it was acquired by Xerox in 2010. However, ACS remains a strong performer in the IT infrastructure management landscape, with a solid market presence and an aggressive vision for cloud services. ACS featured strong feedback for customer satisfaction from client references.
- **Dell Services.** Dell's presence in the IT infrastructure management segment was strengthened by its acquisition of Perot Systems in 2009. Although possessing limited overall market presence, Dell Services has a high degree of global client distribution and received solid scores from client references.
- **Logica.** Logica's principal strength in the IT infrastructure management segment is in EMEA. Otherwise it has limited market presence. Logica's strengths in IT infrastructure management include managed security services and infrastructure-as-a-service. Logica indicates a growing emphasis on infrastructure management strategy with attention to key cloud offerings.
- **CGI.** CGI's principal strength is in North America, including its native Canada. Otherwise the company has a relatively limited market presence compared to global competitors. It has a strong vision for planned enhancements as well as a strong vision for the cloud. CGI was also given high marks by client references for its implementation skills.

SUPPLEMENTAL MATERIAL

Online Resource

The online version of Figure 4 is an Excel-based vendor comparison tool that provides detailed vendor evaluations and customizable rankings.

Data Sources Used In This Forrester Wave

Forrester used a combination of two data sources to assess the strengths and weaknesses of each solution:

- **Vendor surveys.** Forrester surveyed vendors on their capabilities as they relate to the evaluation criteria. Once we analyzed the completed vendor surveys, we conducted vendor calls where necessary to gather details of vendor qualifications.
- **Customer reference surveys.** To validate product and vendor qualifications, Forrester also conducted reference survey with of each vendor's current customers.

The Forrester Wave Methodology

We conduct primary research to develop a list of vendors that meet our criteria to be evaluated in this market. From that initial pool of vendors, we then narrow our final list. We choose these vendors based on: 1) product fit; 2) customer success; and 3) Forrester client demand. We eliminate vendors that have limited customer references and products that don't fit the scope of our evaluation.

After examining past research, user need assessments, and vendor and expert interviews, we develop the initial evaluation criteria. To evaluate the vendors and their products against our set of criteria, we gather details of product qualifications through a combination of lab evaluations, questionnaires, demos, and/or discussions with client references. We send evaluations to the vendors for their review, and we adjust the evaluations to provide the most accurate view of vendor offerings and strategies.

We set default weightings to reflect our analysis of the needs of large user companies — and/or other scenarios as outlined in the Forrester Wave document — and then score the vendors based on a clearly defined scale. These default weightings are intended only as a starting point, and we encourage readers to adapt the weightings to fit their individual needs through the Excel-based tool. The final scores generate the graphical depiction of the market based on current offering, strategy, and market presence. Forrester intends to update vendor evaluations regularly as product capabilities and vendor strategies evolve.

ENDNOTES

- ¹ After a period of slow or declining growth, the outsourcing industry is once again poised for growth. See the January 10, 2011, “[2010 To 2012 Global Tech Industry Outlook](#)” report.
- ² Verizon announced its intention to acquire Terremark on January 27, 2011. Time Warner Cable is acquiring NaviSite. While characterized as “cloud” providers, actual cloud services remain only part of the supplier’s business.
- ³ This evaluation methodology differs from the one used for The Forrester Wave: Global IT Infrastructure Management, Q12009, and as such is not directly comparable. For example, market presence was graded at 20% in the prior report, while in this report we followed the standard Forrester measurement methodology in which current offering and strategy are weighted 50-50 (market presence is only denoted graphically by the size of the “bubble”). Moreover, we also added new criteria not used in 2009, including support for infrastructure-as-a-service and vision for the cloud.
- ⁴ Download the online version of Figure 4 for a full version of the criteria.
- ⁵ Mahindra IT & Business Services represents the joint services and operations of Tech Mahindra and Mahindra Satyam. Both firms are members of the overarching Mahindra Group and are part of a pending merger.

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