December 9, 2005

The Forrester Wave™: Global Delivery Infrastructure Management, Q4 2005

by Robert McNeill
TECH CHOICES

Includes a Forrester Wave™

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Evaluation Of Top Global Delivery Infra. Mgmt. Vendors Across 28 Criteria
by Robert McNeill
with Robert Whiteley, Tom Pohlmann, and Olivia Ester

EXECUTIVE SUMMARY

IT service providers of all stripes are ramping up their low-cost, remote infrastructure delivery capabilities. Traditionally, domestic providers touted their global capabilities as a mechanism for serving clients locally wherever they happened to be. But now providers are moving toward a more distributed, process-centric, global delivery model (GDM) that relies on nearshore and offshore facilities to remotely service clients. To assess their progress in adopting a low-cost GDM for infrastructure management, we graded 14 vendors across 28 criteria. The result: HP, EDS, and CSC lead the pack, each performing elements of remote infrastructure management work from offshore and nearshore locations — though they don’t market these capabilities as transparently as the Indian vendors, nor do they offshore those processes to the same extent. The Indian vendors offshore more processes but need to move beyond labor arbitrage to compete with the traditional incumbent providers for infrastructure work; they also need to build out more robust network and disaster recovery/business continuity plans and expand beyond the US and UK for global deals. Included in this report is an interactive vendor comparison tool that provides detailed evaluations and customizable rankings.

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Related Research Documents
“ITIL’s Never-Ending Journey: Now It’s India”
March 18, 2005, Trends
“What Is Possible From Offshore?”
March 15, 2005, Trends
“Remote Infrastructure Monitoring”
March 7, 2005, Trends
THE INDIAN VENDORS SET THEIR SIGHTS ON INFRASTRUCTURE MANAGEMENT

Driven by experienced customers looking to benefit more from the use of offshore resources, the GDM is moving beyond the world of application development and management, toward the world of infrastructure management. Infrastructure management typically governs five operations: mainframe, data center, network (voice and data), desktop, and help desk operations (see Figure 1). Despite their heritage in the applications space, Indian vendors receive the most attention from companies that are considering offshore infrastructure outsourcing, because:

- **The Indian telecom infrastructure is now ready for infrastructure work.** Since the government monopoly in the sector was lifted in 1998, the Indian government has taken several steps to spur investment in the telecom sector. And while there is always a race between demand and supply, vendors have aggressively built network capacity. Consider the following: VSNL has more than 100 STMs landing in India providing an estimated 15 Gbps of capacity. And private companies like Bharti, in partnership with Singtel, have built an 8.4 terabyte i2i submarine cable connecting Chennai to Singapore with only a very small part of actual bandwidth in use so far.

- **Clients like their offshore providers and want to do more with them.** Indian providers have already established multiple relationships with $1 billion-plus companies in the application outsourcing market. As organizations face continued pressure to cut costs, they are turning to their trusted offshore providers to explore infrastructure-related opportunities. Offshore firms, long known for their applications skills, have been training their people on hardware and other aspects of data center management. As a result, the providers are more capable of staffing remote monitoring engagements with an infrastructure-savvy staff.

- **Selective sourcing provides an opportunity for offshore providers to win business.** Firms increasingly want to use multiple providers in outsourcing engagements, rather than have one provider that manages the entire infrastructure stack. When clients separate remote monitoring from physical maintenance of equipment, the offshore providers can compete effectively against domestics players like EDS. As a result, the Indian providers are lining up to compete for outsourcing deals that are up for recompete/renewal, hoping that organizations will break them up into more selective chunks to increase competition and vendor accountability. These are the deals for which we will see most offshore competition — existing deals already have benchmarks in place and in some cases have already transitioned employees to a previous outsourcer, removing a political barrier associated with offshoring jobs.
Market Landscape: This Time The Indian Firms Play Catch-Up

Domestic providers like CSC, EDS, and HP are already outsourcing to low-cost locations in order to remain price-competitive and retain margins. As a result of the maturation of offshore application vendors, the domestic vendors are intensifying the development of their GDM infrastructure strategies, management structures, and facilities to service clients from low-cost geographies. The Indian offshore providers are using their application development and maintenance relationships to cross-sell into infrastructure management, but as can be seen from our analysis of revenues, we estimate that HCL, Infosys, TCS, and Wipro all have sub-$100 million infrastructure outsourcing businesses. Meanwhile, Forrester estimates that the combined remote infrastructure outsourcing work that US and European-based vendors have outsourced to India, plus the work that captive centers of multinational corporations perform from India, will total $1 billion in 2005 (see Figure 2).
Note That Global Infrastructure Management Isn’t Just About India

Sophisticated users demand more options than just India for offshoring, and domestic infrastructure outsourcers have diversified their low-cost GDMs in response. Although India has the lion’s share of new investment, domestic vendors use a multitude of low-cost countries — including Brazil, The Czech Republic, Hungary, Ireland, New Zealand, and South Africa — to service clients. The benefits of a diversified and integrated GDM network and strategy are seen in disaster recovery (DR) and business continuity (BC) capabilities as well as in more flexible support options.

GLOBAL DELIVERY INFRASTRUCTURE MANAGEMENT: EVALUATION OVERVIEW

Forrester evaluated the strengths and weaknesses of the top infrastructure management vendors that have significant offshore infrastructure delivery expertise to help build evaluation criteria for organizations that are assessing a vendor’s infrastructure outsourcing capabilities. We asked 105 IT and business decision-makers what the two main buying criteria were for infrastructure outsourcing.1

Evaluation Criteria

With this input, and after examining trends in the market, assessing buyer needs, and conducting vendor and expert interviews, Forrester developed a set of 28 evaluation criteria grouped into three categories (see Figure 3):

- **Current offering.** To assess each vendor’s current offering, we evaluated them against the following: 1) number of GDM infrastructure delivery centers; 2) staff members dedicated to infrastructure management in nearshore and offshore locations; 3) network bandwidth between infrastructure management centers and client locations; 4) security and disaster recovery expertise; 5) and ITIL expertise.
## Figure 3 Evaluation Criteria

### CURRENT OFFERING

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global delivery infrastructure centers</td>
<td>How many infrastructure service delivery centers, with at least 100 people doing work for clients headquartered in G7 countries, does the vendor have in offshore and nearshore locations?</td>
</tr>
<tr>
<td>Offshore/nearshore staff</td>
<td>How many infrastructure service delivery staff members does the vendor have working on G7 customer accounts from an offshore or nearshore location?</td>
</tr>
<tr>
<td>Network bandwidth</td>
<td>What is the maximum bandwidth between infrastructure management sites, and where are client access points to the offshore network located?</td>
</tr>
<tr>
<td>Security and disaster recovery capabilities</td>
<td>How many recovery center locations does the vendor either own or have under contract? How many DRII- and BCII-certified consultants are on staff?</td>
</tr>
<tr>
<td>ITIL expertise</td>
<td>How many ITIL master-level consultants are on staff as certified by an external body?</td>
</tr>
</tbody>
</table>

### STRATEGY

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vision and productivity investments</td>
<td>What is the outsourcer’s vision for how infrastructure will evolve? What is the outsourcer’s role in the evolution on behalf of clients? Over the next 24 months, what is the vendor doing to improve productivity and fully leverage its global network?</td>
</tr>
<tr>
<td>Offshore focus</td>
<td>What is the percentage of total infrastructure resources based offshore? How many technical help desk agents does the vendor have in nearshore and offshore locations?</td>
</tr>
<tr>
<td>Asset transfer</td>
<td>Does the outsourcer perform asset transfer?</td>
</tr>
</tbody>
</table>

### MARKET PRESENCE

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infrastructure revenues</td>
<td>What were the vendor’s total revenues from offshore and nearshore infrastructure deals from the latest financial year?</td>
</tr>
<tr>
<td>Number of accounts</td>
<td>How many infrastructure accounts are outside of the Asia Pacific region where offshore or nearshore resources are part of service delivery?</td>
</tr>
<tr>
<td>Desktops</td>
<td>How many desktops are supported by offshore/nearshore resources?</td>
</tr>
<tr>
<td>Servers</td>
<td>How many AS 400, Unix, and Wintel servers are managed from an offshore or nearshore location? How many mainframe MIPs are managed from an offshore or nearshore location?</td>
</tr>
<tr>
<td>Network</td>
<td>How many routers and switches are managed from an offshore or nearshore location?</td>
</tr>
</tbody>
</table>

Source: Forrester Research, Inc.
• **Strategy.** We compared the infrastructure GDM strategies of each company with Forrester’s vision to assess how well each vendor is positioned for future success. Forrester focused on the vendors’ GDM infrastructure vision and productivity investments, their commitment to offshore staffing, and their asset acquisition strategy.

• **Market presence.** We combined information about the vendor’s offshore infrastructure revenues, the number of accounts that use offshore or nearshore resources, the number of desktops, and servers and network devices managed from an offshore or nearshore location. Forrester estimated the offshore revenues resulting directly from infrastructure management as a means of highlighting vendors that offer an offshore value proposition. The domestic vendors chose not to expose offshore revenues, reflecting their message of seamless delivery across any shore, and indicating a propensity not to lead with an offshore value proposition.

**Evaluation Methodology**

Forrester used a combination of three 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 calls.** To validate vendor qualifications, Forrester also conducted reference calls.

• **Ongoing research, consulting, and inquiries.** Forrester is frequently involved in an advisory capacity with clients who are pursuing infrastructure outsourcing deals.

**Evaluated Vendors**

Forrester included 14 vendors in this assessment: ACS, CSC, EDS, GTL, HCL, Hewlett-Packard, Infosys, Microland, Patni, Perot Systems, Satyam, Sify, TCS, and Wipro. Each of these vendors:

• Has an offshore infrastructure strategy. This was the primary basis for inclusion in our evaluation.

• Is focused on building a GDM.

• Is willing to provide detailed onshore, nearshore, and offshore information.

We decided not to include IBM in this Wave, because it would not provide details around its onshore, nearshore, and offshore infrastructure management resources.
EVALUATION ANALYSIS

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

- **EDS, HP, and CSC are leaders.** The leaders in this market are developing global delivery management capabilities from their extensive geographic footprint. Global network capabilities, disaster recovery, and transformation capabilities are strong points for these providers. Organizations looking for offshore prices from these providers need to work hard at creating the right competitive set in an RFP process, as they do not actively promote offshore packaging and pricing to potential clients.

- **Wipro, HCL, TCS, Infosys, Satyam, ACS, and Patni are strong performers.** Vendors that have made it to the strong performer category include US outsourcer ACS and six offshore outsourcers (Wipro, HCL, TCS, Infosys, Satyam, and Patni), all of which are ramping up their capabilities in remote infrastructure outsourcing. Organizations looking to offshore select infrastructure processes to India should view Indian providers in this category as strong RFP candidates, but, within this group, note that significant differences in capabilities can be found across operational towers.

- **Perot, Microland, Sify, and GTL are contenders.** These vendors all have significant infrastructure outsourcing businesses in the Indian market, and they want to take this recipe to the US and UK as organizations become more comfortable offshoring infrastructure services. Captive organizations of multinational corporations and local US or European IT service companies looking to partner with savvy Indian providers will find good candidates in these companies, particularly in Microland and Sify.

This evaluation of the offshore infrastructure management market is intended to be a starting point only. Readers are encouraged to view the detailed evaluations and adapt the criteria weightings to fit their individual needs through the Forrester Wave Excel-based vendor comparison tool. Further, Forrester can help organizations build custom RFPs, assess vendor capabilities for any given service offering, and provide feedback on structuring services that will motivate the right behavior from the outsourcer.
**Figure 4 Forrester Wave™: Global Delivery Infrastructure Management, Q4 ’05**

Go online to download the Forrester Wave tool for more detailed product evaluations, feature comparisons, and customizable rankings.

Source: Forrester Research, Inc.
### Figure 4 Forrester Wave™: Global Delivery Infrastructure Management, Q4 ‘05 (Cont.)

<table>
<thead>
<tr>
<th>CURRENT OFFERING</th>
<th>Forrester’s Weighting</th>
<th>ACS</th>
<th>CSC</th>
<th>EDS</th>
<th>GTL</th>
<th>HCL</th>
<th>Hewlett-Packard</th>
<th>Infosys</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global delivery infrastructure centers</td>
<td>50%</td>
<td>2.80</td>
<td>3.85</td>
<td>4.55</td>
<td>2.00</td>
<td>3.35</td>
<td>4.23</td>
<td>3.33</td>
</tr>
<tr>
<td>Offshore/nearshore staff</td>
<td>30%</td>
<td>2.50</td>
<td>2.50</td>
<td>4.50</td>
<td>2.00</td>
<td>3.50</td>
<td>4.00</td>
<td>3.00</td>
</tr>
<tr>
<td>Network bandwidth</td>
<td>25%</td>
<td>3.00</td>
<td>5.00</td>
<td>5.00</td>
<td>2.00</td>
<td>5.00</td>
<td>5.00</td>
<td>5.00</td>
</tr>
<tr>
<td>Security and disaster recovery capabilities</td>
<td>20%</td>
<td>3.00</td>
<td>4.00</td>
<td>4.00</td>
<td>2.50</td>
<td>2.50</td>
<td>4.50</td>
<td>3.50</td>
</tr>
<tr>
<td>ITIL expertise</td>
<td>15%</td>
<td>4.00</td>
<td>5.00</td>
<td>5.00</td>
<td>2.00</td>
<td>3.00</td>
<td>2.50</td>
<td>2.50</td>
</tr>
<tr>
<td>Vision and productivity investments</td>
<td>10%</td>
<td>1.00</td>
<td>3.00</td>
<td>4.00</td>
<td>1.00</td>
<td>1.00</td>
<td>5.00</td>
<td>1.00</td>
</tr>
</tbody>
</table>

| STRATEGY                                              | 50%                   | 2.80 | 3.48 | 3.36 | 1.88 | 3.36 | 3.56            | 2.88    |
| Vision and productivity investments                   | 40%                   | 3.00 | 4.00 | 3.00 | 1.00 | 4.00 | 3.50            | 3.00    |
| Offshore focus                                        | 40%                   | 2.00 | 2.20 | 3.40 | 3.20 | 3.40 | 3.40            | 3.20    |
| Asset transfer                                        | 20%                   | 4.00 | 5.00 | 4.00 | 1.00 | 2.00 | 4.00            | 2.00    |

| MARKET PRESENCE                                       | 0%                    | 3.23 | 2.90 | 3.53 | 1.93 | 3.90 | 3.63            | 4.00    |
| Infrastructure revenues                               | 30%                   | 1.00 | 1.00 | 1.00 | 2.00 | 5.00 | 1.00            | 5.00    |
| Number of accounts                                    | 40%                   | 5.00 | 4.00 | 5.00 | 2.00 | 3.00 | 5.00            | 4.00    |
| Desktops                                              | 10%                   | 3.00 | 3.00 | 4.00 | 1.00 | 3.00 | 5.00            | 3.00    |
| Servers                                               | 10%                   | 3.25 | 3.00 | 3.25 | 1.75 | 4.00 | 4.25            | 2.50    |
| Network                                               | 10%                   | 3.00 | 4.00 | 5.00 | 2.50 | 5.00 | 4.00            | 3.50    |
**VENDOR PROFILES**

**Leaders**

- **EDS.** EDS is one of the largest and most global of infrastructure management providers. It is stitching together a more robust global delivery methodology across its accounts and locations to allow organizations to take advantage of its geographic reach. But this vendor will have to ramp up its global delivery market presence as it continues to compete on more selective and competitive infrastructure service bundles. It has already seen offshore pressure on smaller deals and has even lost clients outright to offshore providers. In order to succeed, it will have to continue to become more flexible in provisioning GDM resources to compete at the low end of the market. Organizations should not expect offshore prices from EDS but rather a mix of options involving onshore, nearshore, and offshore resources.²

- **Hewlett-Packard.** Hewlett-Packard (HP) is expanding its GDM with resources and facilities in multiple countries, and by adopting uniform processes and methodologies. In the past

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**Figure 4 Forrester Wave™: Global Delivery Infrastructure Management, Q4 ’05 (Cont.)**

<table>
<thead>
<tr>
<th>CURRENT OFFERING</th>
<th>Forrester’s Weighting</th>
<th>Microland</th>
<th>Patni</th>
<th>Perot Systems</th>
<th>Satyam</th>
<th>Sify</th>
<th>TCS</th>
<th>Wipro</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global delivery infrastructure centers</td>
<td>50%</td>
<td>1.93</td>
<td>2.83</td>
<td>2.53</td>
<td>3.00</td>
<td>2.23</td>
<td>3.23</td>
<td>3.53</td>
</tr>
<tr>
<td>Offshore/nearshore staff</td>
<td>30%</td>
<td>2.00</td>
<td>3.00</td>
<td>1.00</td>
<td>2.00</td>
<td>2.00</td>
<td>3.50</td>
<td>3.50</td>
</tr>
<tr>
<td>Network bandwidth</td>
<td>25%</td>
<td>2.00</td>
<td>3.00</td>
<td>1.00</td>
<td>4.00</td>
<td>2.00</td>
<td>4.00</td>
<td>5.00</td>
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<td>Security and disaster recovery capabilities</td>
<td>20%</td>
<td>2.50</td>
<td>3.50</td>
<td>4.50</td>
<td>3.50</td>
<td>4.00</td>
<td>3.50</td>
<td>3.00</td>
</tr>
<tr>
<td>ITIL expertise</td>
<td>15%</td>
<td>1.50</td>
<td>2.50</td>
<td>4.50</td>
<td>4.00</td>
<td>1.50</td>
<td>2.50</td>
<td>3.50</td>
</tr>
<tr>
<td>STRATEGY</td>
<td>10%</td>
<td>1.00</td>
<td>1.00</td>
<td>4.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
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</table>

<table>
<thead>
<tr>
<th>MARKET PRESENCE</th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Infrastructure revenues</td>
<td>0%</td>
<td>1.43</td>
<td>2.18</td>
<td>2.08</td>
<td>3.40</td>
<td>1.33</td>
<td>3.88</td>
<td>4.28</td>
</tr>
<tr>
<td>Number of accounts</td>
<td>30%</td>
<td>2.00</td>
<td>3.00</td>
<td>1.00</td>
<td>4.00</td>
<td>2.00</td>
<td>5.00</td>
<td>5.00</td>
</tr>
<tr>
<td>Desksops</td>
<td>40%</td>
<td>1.00</td>
<td>2.00</td>
<td>3.00</td>
<td>4.00</td>
<td>1.00</td>
<td>3.00</td>
<td>4.00</td>
</tr>
<tr>
<td>Servers</td>
<td>10%</td>
<td>1.25</td>
<td>1.75</td>
<td>1.75</td>
<td>2.00</td>
<td>1.25</td>
<td>3.75</td>
<td>3.75</td>
</tr>
<tr>
<td>Network</td>
<td>10%</td>
<td>2.00</td>
<td>1.00</td>
<td>2.00</td>
<td>1.00</td>
<td>1.00</td>
<td>5.00</td>
<td>4.00</td>
</tr>
</tbody>
</table>

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

Source: Forrester Research, Inc.
four years, it has become the principal foil of IBM with a successful push into the broader infrastructure outsourcing market. The company is supporting this with a worldwide infrastructure to enable organizations to choose delivery options at differing price points. HP is leaning on past Compaq, Digital GlobalSoft, and HP investments, with India as its underpinning. One of HP's primary strengths is its leadership of IT service management (ITSM) methodologies — evidenced by the number of ITIL consultants it has trained or acquired. HP even trains and certifies Indian offshore outsourcers in ITIL processes. HP's challenges include its ability to clearly articulate offshore strategy to clients. Organizations often commented to Forrester on the deafening silence of sales representatives trying to articulate HP's offshore story.

- **CSC.** CSC is the third-largest infrastructure services provider, coming in behind IBM and EDS. Forty percent of its business comes from the US federal government, a market not looking to offshore infrastructure management. But as CSC goes gunning for EDS' No. 2 spot in the IT services market, a more integrated global delivery strategy is crucial in demonstrating the depth and breadth of its operations. CSC's strong points remain its geographic scale, its global network, and its ability to transition employees. Challenges include pushing more complicated work to offshore locations and breaking down its own internal barriers to truly develop a GDM.

**Strong Performers**

- **Wipro.** Wipro views the infrastructure market as core to its business and is commonly seen by Forrester in invitations to respond to offshore infrastructure outsourcing RFPs. Strong points include a growing infrastructure outsourcing business in India, the US, and Europe, as well as a commitment to growing the infrastructure management business. Wipro's challenges include building out a broader GDM strategy beyond India, creating a more robust global disaster recovery and backup strategy, and moving into more asset-intensive deals to support integrated applications outsourcing and BPO work.

- **HCL.** HCL envisions the infrastructure market as core to its business and is commonly seen by Forrester in invitations to respond to offshore infrastructure outsourcing RFPs. Strong points include some substantial multimillion-dollar outsourcing annuity work from clients in the US and Europe as well as a growing propensity to rightsource support through its Northern Ireland call center. Success in the medium term will require broadening the global delivery strategy beyond India, a more robust global disaster recovery and backup strategy, and investments to support technology domains like middleware management and mainframe management.

- **TCS.** TCS is the largest offshore outsourcer by headcount and revenues. The firm's move into remote infrastructure management is based on the mining of many of its existing applications outsourcing customers. Strong points of TCS include its technical domain knowledge of mainframe management and its ability to support diverse technical domains. Challenges
include developing a broader GDM footprint for infrastructure services, a comprehensive asset acquisition story, and a more robust global DR and backup strategy to support mission-critical work.7

- **Infosys.** Infosys will increasingly mine its existing applications and business process outsourcing customers to build an infrastructure management offering. It is developing significant knowledge around innovative business service management methodologies for managing IT, plus it has staffed three network operations centers (NOCs) in India to go after the telecommunications vertical with network management and monitoring services. Given its size, Infosys certainly has the capability to quickly ramp up resources in response to client demand, but a key challenge for Infosys is to promote infrastructure management as core to its business because of its focus on so many markets, including BPO, application outsourcing, and consulting.8

- **ACS.** The ACS GDM for infrastructure management does not distinguish between onshore, nearshore, and offshore resources. ACS operates an integrated service delivery system throughout various support locations in different country centers; and data centers support the hardware environments and are basically “lights out” facilities. Technology professionals — engineers, analysts, technicians, and managers — reside in technology centers, but 40% of all service delivery staff members are located in nearshore or offshore centers. ACS’ strong point is good nearshore management expertise from Costa Rica and Mexico. But when compared with larger domestic providers, ACS lacks nearshore help desk resources in locations like Canada. Organizations should look to ACS for an integrated GDM but not for wholesale offshore prices.9

- **Satyam.** Satyam has built a sizable offshore infrastructure practice. A key differentiator is the firm’s propensity to move offshore resources on-site, allowing customers to feel more comfortable about Satyam’s capabilities as an offshore infrastructure partner. Challenges include scaling this model fast enough to take advantage of offshore deals that demand quick transition to India and the resulting danger of moving into more commodity FTE work. Satyam needs to build out its GDM story beyond India, invest in global disaster recovery and backup strategies, and build its capabilities in mainframe and high-end server management.10

- **Patni.** Patni has been a supplier of remote infrastructure management services for some years, principally designed to service its application outsourcing client base. But it has been experimenting with different business models for the infrastructure market and has made a strategic alliance with InteQ, a managed service provider (MSP) based in Massachusetts. Patni has certainly matured beyond the MSP message, which interests only a minority of US organizations, and is repositioning itself for broader infrastructure management deals. Its strong points include some significant infrastructure outsourcing references, particularly in the US; while challenges include extending the GDM beyond India, investing in global disaster recovery and backup, and building high-end server and mainframe management capabilities.11
Contenders

- **Perot Systems.** Perot is a midsize infrastructure outsourcer in the US with a big healthcare presence. It is expanding its offshore and nearshore capabilities in response to client demand. Perot's most notable characteristic is its nearly maniacal focus on customer intimacy to the point where its own customers say it can be hard for Perot to say no. It has been in India since 1996 and has some 4,000 associates performing applications and business process work, but it is only just building its GDM for infrastructure management with capabilities in both India and Romania. Organizations should consider Perot for an integrated GDM but not for wholesale offshore prices.12

- **Microland.** Microland already provides infrastructure to Indian clients but is looking to sell remote infrastructure management services to the growing US and UK markets. The company performs significant messaging and collaboration work for some of the largest multinationals, but it is still not well known outside of India. Microland will enjoy the most success selling to “services aggregators” or partners, as with the relationship it has struck with local UK IT services provider Serco Group, and with captive organizations of large multinationals that ship off selective processes or activities to third-party providers.13

- **Sify.** Sify is an Indian infrastructure outsourcer looking to sell remote infrastructure management services beyond India to the growing US and UK markets. It is the largest managed network services provider to corporate India, supporting more than 1,000 corporations, and it is a leading data center services provider with two level-three data centers. Fueling its credentials for managing infrastructure remotely is the fact that Sify is the largest ISP in India. The company's success in the US and UK markets will come from selling to “services aggregators” like local IT services providers and to captive organizations of large multinational corporations that ship off selective processes or activities to third-party providers.14

- **GTL.** GTL is an Indian infrastructure outsourcer looking to sell remote infrastructure management services from India to the growing US and UK markets. It is currently restructuring its business due to financial pressures, but it does have technical capabilities, particularly around systems monitoring and management. GTL’s challenges include growing the business in a market where organizations have an ever-increasing choice of remote infrastructure management providers. Also, retaining infrastructure management staff is difficult when the application offshore outsourcers (Infosys, Satyam, and TCS) continue to aggressively ramp up their infrastructure management offerings.15
SUPPLEMENTAL MATERIAL

Online Resource

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

Forrester Wave Methodology

We conduct primary research to develop a list of vendors that meet our criteria to be evaluated in this market. From there, we narrow our initial pool of vendors to those presented here. 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 Wave document — and then score the vendors based on a clearly defined scale. These default weightings are intended only as a starting point, and readers are encouraged 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 Forrester updates its market sizing for North American IT services annually, and overall, the market remains stable and outsourcing continues to boom. However, Forrester did not notice a marked shift from previous expectations of market growth and forecasts continued growth at the current rate of 6% compounded annually through 2009. See the July 28, 2005, Trends “Sizing The Market For IT Services Through 2009.”

2 View the scorecard summary for more detailed analysis on how EDS fared in this evaluation. See the December 9, 2005, Tech Choices “Global Delivery Infrastructure Management Scorecard Summary: EDS.”

3 View the scorecard summary for more detailed analysis on how Hewlett-Packard fared in this evaluation. See the December 9, 2005 Tech Choices “Global Delivery Infrastructure Management Scorecard Summary: Hewlett-Packard.”
4 View the scorecard summary for more detailed analysis on how CSC fared in this evaluation. See the December 9, 2005, Tech Choices “Global Delivery Infrastructure Management Scorecard Summary: CSC.”

5 View the scorecard summary for more detailed analysis on how Wipro fared in this evaluation. See the December 9, 2005, Tech Choices “Global Delivery Infrastructure Management Scorecard Summary: Wipro.”

6 View the scorecard summary for more detailed analysis on how HCL fared in this evaluation. See the December 9, 2005, Tech Choices “Global Delivery Infrastructure Management Scorecard Summary: HCL.”

7 View the scorecard summary for more detailed analysis on how TCS fared in this evaluation. See the December 9, 2005, Tech Choices “Global Delivery Infrastructure Management Scorecard Summary: TCS.”

8 View the scorecard summary for more detailed analysis on how Infosys fared in this evaluation. See the December 9, 2005, Tech Choices “Global Delivery Infrastructure Management Scorecard Summary: Infosys.”

9 View the scorecard summary for more detailed analysis on how ACS fared in this evaluation. See the December 9, 2005, Tech Choices “Global Delivery Infrastructure Management Scorecard Summary: ACS.”

10 View the scorecard summary for more detailed analysis on how Satyam fared in this evaluation. See the December 9, 2005, Tech Choices “Global Delivery Infrastructure Management Scorecard Summary: Satyam.”

11 View the scorecard summary for more detailed analysis on how Patni fared in this evaluation. See the December 9, 2005, Tech Choices “Global Delivery Infrastructure Management Scorecard Summary: Patni.”

12 View the scorecard summary for more detailed analysis on how Perot Systems fared in this evaluation. See the December 9, 2005, Tech Choices “Global Delivery Infrastructure Management Scorecard Summary: Perot Systems.”

13 View the scorecard summary for more detailed analysis on how Microland fared in this evaluation. See the December 9, 2005, Tech Choices “Global Delivery Infrastructure Management Scorecard Summary: Microland.”

14 View the scorecard summary for more detailed analysis on how Sify fared in this evaluation. See the December 9, 2005, Tech Choices “Global Delivery Infrastructure Management Scorecard Summary: Sify.”

15 View the scorecard summary for more detailed analysis on how GTL fared in this evaluation. See the December 9, 2005, Tech Choices “Global Delivery Infrastructure Management Scorecard Summary: GTL.”
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