Magic Quadrant for Service Integration and Management Services

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With the increased complexity of managing multiple service providers, sourcing, procurement and vendor management leaders are turning to SIAM providers for help. We provide an overview of the market and insights on qualified vendors and their capabilities to play this essential role.

Market Definition/Description

Service integration and management (SIAM) refers to the provision of technology consulting, project implementation and operational management services across multiple external and internal IT and business process service providers. These services coordinate and integrate service delivery and the alignment of service management processes. The goal of SIAM is to achieve seamless end-to-end service outcomes with a single point of accountability in a multisourced IT services environment or ecosystem. SIAM services can also be delivered internally; however, in this context, we cater to SIAM functions delivered by external SIAM providers. SIAM is typically used in multisourced infrastructure and application outsourcing initiatives. It also applies to business process outsourcing (BPO) and can integrate other business functions such as finance and HR.

Consumers of SIAM who want to achieve seamless end-to-end service outcomes from the SIAM provider relinquish the responsibility of managing service delivery quality, resulting in a hybrid IT services ecosystem.

A SIAM provider is usually a third party contracted by an organization to act as its agent for coordinating and connecting services and sources in an environment that uses a neutral third party (internal and external) for IT and business process services delivery. The SIAM provider has a direct contractual relationship with the organization rather than with the external sources engaged (as it would under a prime or general contractor arrangement).

The outcome of SIAM may vary from organization to organization but should focus on at least the following:

- Improved delivery excellence and operational efficiency

- End-to-end governance

- Improved experience

- Improved service velocity

- Better alignment with business outcomes

Mandatory Features

The must-have capabilities for this market include:

- Mature framework for delivering SIAM services with provider management expertise

- SIAM-specific performance dashboard and reporting with capability to monitor, track, enhance and innovate SIAM capabilities

- SIAM-specific tools and platforms that support the federation of multiple managed service provider (MSP) tools

- Coordination and planning expertise between IT service providers, toolsets and messaging

- Ability to drive collaboration and cultural improvement in a multivendor ecosystem

- Major incident management, change and release management practices, processes and accountability

- Ability to monitor, track and report on SLAs, outcomes, etc.
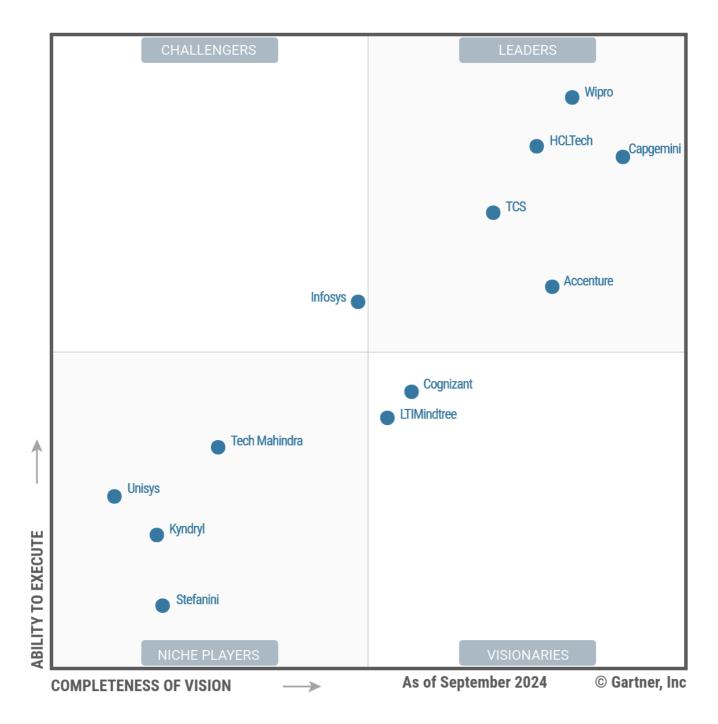
Common Features

The common features for this market include:

- Lean integrated ITIL processes that support a hybrid digital environment

- Federated service configuration management

- Federated monitoring and observability tooling

- Service desk/on-site support services

- Certifications with respect to SIAM services

Magic Quadrant

Figure 1: Magic Quadrant for Service Integration and Management Services

As of September 2024

Gartner

Vendor Strengths and Cautions

Accenture

Accenture is a Leader in this Magic Quadrant. It has provided SIAM offerings for over 15 years and has several clients spread across all regions. Its top three SIAM service verticals are telecommunications; manufacturing; and banking, financial services and insurance (BFSI). Accenture differentiates its services by providing unique industry insights and consulting capabilities. Accenture offers CIO service performance dashboards, which give a real-time view of business-facing services (such as mobile banking), and SIAM engineering checklists, which help identify the key levers to pull for optimized service outcomes.

Accenture did not respond to requests for supplemental information. Gartner's analysis is therefore based on other credible sources.

Strengths

- **Strong consulting background:** Accenture delivers SIAM offerings by merging its global technology experience in advisory, consulting, industry, cloud platform, application and infrastructure services. As a co-author of the ITIL 4 service management framework, it has a deep understanding of the IT service life cycle. Accenture's functional knowledge of vertical industries can drive business outcomes.

- **Good client satisfaction feedback:** Gartner's Peer Insights customer response data reveals that Accenture's satisfaction rating for SIAM offerings is one of the highest across all providers evaluated in this research. Its rating is also high in the categories of product and service capabilities, delivery and execution, and planning and contract negotiations.

- **Depth and diversity in the market:** Accenture's SIAM offerings have good traction in the market and its SIAM capabilities are widely discussed on various social media platforms, indicating a wider reach and penetration.

Cautions

- **Slow fiscal growth:** Accenture's revenue grew at a slower rate than most of the providers evaluated in this research. Potential clients should assess the possible impact on Accenture's delivery and investments in the SIAM market. Clients engaging with Accenture should understand Accenture's continued focus on SIAM commitments.

- **Long cycle time on change requests:** In Gartner client inquiries and Gartner Peer Insights reviews, some customers have indicated delayed cycle times due to Accenture's slow response to change requests. Clients exploring agility and flexibility options should require vendors to provide plans on how they will ensure SLAs are met by the vendors in the ecosystem.

- **Not suitable for clients focused only on cost reduction:** Accenture may not be suitable for clients that do not value transformational services. Accenture's core objectives are to run and transform, so it may be less interested or willing to engage with clients that only need baseline requirements to maintain the status quo.

Capgemini

Capgemini is a Leader in this Magic Quadrant. It has provided SIAM offerings for over a decade and has a large number of clients spread across all regions. Its top three SIAM service verticals are public sector, financial services, and energy and utilities. Capgemini differentiates itself by delivering an extensive set of SIAM offerings embedded in a modern delivery model underpinned by structured assets, automation and continuous improvement approaches.

Strengths

- **Modern delivery models:** Capgemini provides a forward-looking approach to the implementation of SIAM offerings in a modern hybrid digital IT environment. Its approach differentiates between traditional and more modern delivery models, such as DevOps and site reliability engineering (SRE), providing the ability to adapt and transform organizations that are focused on modern, product-centric delivery models. Capgemini's strong commitment to sustainability is embedded in its delivery model.

- **Platform and automation capabilities:** Capgemini has a clear digital SIAM and integration platform strategy. By integrating tooling from cloud and industry-leading vendors for platform and AI/automation with its own solutions, Capgemini offers a high number of automations embedded in its SIAM offerings and workflows. This eliminates repetitive tasks and creates cost optimization.

- **Public-sector experience:** Capgemini demonstrates a deep understanding of public-sector regulatory and compliance requirements with its approach and delivery models. The vendor also has a large number of established public-sector clients for SIAM offerings. Its extensive experience in dedicated SIAM delivery and willingness to adopt end-to-end service outcomes makes it well-suited for large public-sector delivery models.

Cautions

- **Lack of flexibility:** Gartner client inquiry feedback indicates that Capgemini's SIAM service delivery teams can be perceived, by some clients, as challenging to work with due to a lack of commercial flexibility and willingness to modify services. Customers should negotiate continuous improvement and structured approaches to evolving SIAM offerings while onboarding Capgemini.

- **Not ideal for tactical SIAM expectations:** Capgemini uses qualifying criteria to understand a client's SIAM readiness and focuses on customers with significant transformational expectations. Clients with tactical SIAM needs, or those that are unable

to invest in modernization initiatives, may find Capgemini's approach unsuitable for their requirements.

- **Limited midmarket focus:** Capgemini places limited focus on small and midsize clients. Its offerings, delivery models and approaches are tailored to large industry and public-sector clients with multiple independent business units and large service provider ecosystems. Midsize clients may not find Capgemini a good fit for SIAM offerings.

Cognizant

Cognizant is a Visionary in this Magic Quadrant. It has provided SIAM offerings for over a decade and has a strong clientele spread across all regions. Its top three SIAM service verticals are healthcare, banking and financial services, and media and communications. Cognizant's focus is on enabling digital transformation and emerging technologies to offer SIAM offerings that align with its clients' evolving needs, such as integrating AI, cloud computing and data analytics into service management.

Cognizant did not respond to requests for supplemental information. Gartner's analysis is therefore based on other credible sources.

Strengths

- **Established framework:** Cognizant differentiates itself in the SIAM market by using its Delivery Integration and Liaison (DIAL) framework. It created DIAL using its global market experience as well as industry-recognized frameworks and best practices, such as ITIL 4, COBIT, IT4IT, PRINCE2, EXIN SIAM Foundation and PMP. Cognizant employs a good number of SIAM-certified professionals to deliver its commitments.

- **Good market presence:** Cognizant has an expanding presence in the SIAM service market and is above average when compared with other vendors evaluated in this research. It uses its deep experience with clients across domains and its presence across the globe to provide SIAM offerings. Cognizant mostly provides SIAM for IT services leveraging its Neuro AI platform to optimize decision making, streamline operations and deliver better experiences more efficiently. However, it can also integrate non-IT services.

- **Good fit for midsize to large businesses:** Cognizant's sweet spot for SIAM is midsize and large clients seeking IT operating model evolution from legacy to digital operations. It also seeks to expand its business by leveraging its current role and responsibilities with existing clients. Clients that are exploring transformation and flexibility may find Cognizant suitable for their requirements.

- **Fiscal and organizational challenges:** Cognizant's revenue growth remained muted during 2023. In addition, its leadership has changed and it may take some time to stabilize its revised strategy to overcome the challenges. Clients engaging with Cognizant should understand any possible implications for its delivery and execution in the near term.

- **High attrition rates:** Although many providers experienced attrition in the past few years, Cognizant continues to have higher rates than other vendors evaluated in this research. Over the past year, it has focused on efforts to retain talent and the numbers are stabilizing. Potential clients should press Cognizant on the specifics of its retention efforts to ensure that it can provide expected service levels and experience in SIAM engagements.

- **Limited SIAM coverage:** Cognizant's SIAM offerings are more focused on IT services, and Gartner has had fewer client inquiries regarding its SIAM capabilities, indicating that SIAM offerings may not be a strategic part of its portfolio offering. Clients looking for higher maturity in SIAM offerings should explore Cognizant's roadmap.

HCLTech

HCLTech is a Leader in this Magic Quadrant. It has provided SIAM offerings for over a decade and has a good number of clients spread across all regions. Its top three SIAM service verticals are Insurance; retail, consumer products and goods; and energy, mining and utilities. HCLTech differentiates its services by offering a modern, best-practice framework and organizational change management (OCM)-driven SIAM transformation, underpinned by a structured suite of orchestration and automation capabilities.

Strengths

- **Strong tools and methodologies:** HCLTech's control framework is integrated with its HCLSoftware product suite, which includes AI-driven solutions for AIOps, orchestration and observability. It automates and optimizes various aspects of SIAM to provide a strong foundation for services. HCLTech's focus on SIAM capabilities aligned to product-centric delivery models makes it well-suited to deliver integrated services across service providers.

- **Midsize business- and manufacturing-focused:** HCLTech is building a platform to provide SIAM in an as-a-service model, combined with a shared service delivery model, to provide

a more value-focused solution for midsize clients. Similarly, its SIAM-enabled HCLSoftware iControl observability, operating technology (OT) integration platform and shared service delivery model provides a solid framework for manufacturing clients.

- **Strong partner collaboration:** HCLTech has accelerated its SIAM evolution through active participation with learning and development partners and industry organizations, such as EXIN SIAM Foundation and Scopism, and the IT4IT framework. These collaborations, combined with HCLTech's emphasis on organizational change management, help deliver improved training and service transition.

Cautions

- **Small client base:** Historically, HCLTech has not actively promoted its SIAM offerings and often only provided SIAM offerings when engaged as a managed service provider for outsourced digital workplaces or other service areas with significant existing relationships. Therefore, the vendor has a relatively small number of SIAM customers; however, it does have a new focus on growing its SIAM service business. Clients engaging with HCLTech should understand its roadmap and growth plans for this part of the business going forward.

- **Limited automation adoption:** The HCLSoftware product suite offers automation capabilities for SIAM offerings, however, it is not consistently leveraged across clients due to slower adoption. This may prevent HCLTech from providing the full value of its SIAM offerings. Prospective and existing clients should engage with the vendor to better understand the range of automation capabilities offered for SIAM offerings.

- **Heavy reliance on offshore delivery:** SIAM offerings often require providers to engage with internal stakeholders and third-party service providers to enable them to orchestrate the overall service and drive collaboration. This can require high-touch engagements and local capability. Clients requiring onshore capability should examine HCLTech's delivery model to ensure that it can provide local resources.

Infosys

Infosys is a Challenger in this Magic Quadrant. It has provided service integration and management services for over a decade, and has a large number of clients spread across the Americas, EMEA and the Asia/Pacific region. Its top three SIAM service verticals are manufacturing, retail, and healthcare and life sciences. Infosys differentiates its services through its focus on offering innovations with tooling capabilities for digital transformation,

and its strong strategic partnerships with industry product leaders such as ServiceNow and Microsoft.

Strengths

- **High customer retention:** High customer renewal rates and customer feedback in Gartner client inquiries indicate that Infosys delivers a quality and cost-effective SIAM service. Customers also cite a fast transition and knowledgeable staff as two of the vendor's greatest strengths.

- **Successful life cycle management approach:** Infosys manages the full life cycle of assets for over 80% of its customers, with a phased approach baked into its SIAM functions. This has helped customers reach 95% configuration management database (CMDB) accuracy within the first nine months of transitioning to SIAM offerings. Clients seeking better visibility into their IT assets and more efficient overall change management to reduce incidents can benefit from Infosys' life cycle management approach.

- **Committed to continuous improvements:** Infosys demonstrates a focus on continuous improvements for its customers and has committed contractually to deliver these improvements and innovations in over 90% of its SIAM engagements. It delivers four to six continuous improvements every quarter, leading to operational efficiencies, lower costs and innovations.

Cautions

- **Limited stand-alone SIAM engagements:** A significant part of Infosys' SIAM engagements include service desk or other IT services, with very few stand-alone SIAM delivery deals. While this may help the vendor increase revenue opportunities, clients should ensure that Infosys can remain neutral to the services being delivered when managing the performance of other vendors in the ecosystem.

- **Focus on transformational SIAM deals:** Infosys' focus is on clients ready for transformational SIAM initiatives, as opposed to traditional, "business as usual" delivery models. Clients that are not mature in their IT delivery models, or don't currently have the budget for transformational initiatives, should evaluate Infosys to determine if it is the right fit.

- **Heavily dependent on offshore delivery:** Infosys' SIAM business is over 80% based in the Americas and EMEA, yet almost 90% of its SIAM dedicated staff are in the Asia/Pacific region. These numbers indicate a predominant disposition toward an offshoring SIAM

model. Clients looking for local SIAM delivery in North America or European countries will want to carefully vet Infosys' resourcing capabilities in their desired location.

Kyndryl

Kyndryl is a Niche Player in this Magic Quadrant. It has provided SIAM offerings for approximately eight years and has several clients spread across all regions. Its top three SIAM service verticals are banking and financial services; travel and transportation; and energy and utilities. Kyndryl differentiates its services through its ability to advise its customers in overall solution development, using its consulting services and experience in IT service management to help its clients transform IT delivery and integrate services.

Strengths

- **Skilled and certified internal staff:** Kyndryl has one of the highest percentage of staff delivering SIAM who are qualified in both ITIL and SIAM certifications. It only utilizes internal staff and does not rely on third parties for SIAM delivery, which helps improve control over service quality, maintain accountability and lower overall costs to customers.

- **High customer satisfaction:** Kyndryl's Net Promoter Score is the best in class, based on Gartner's observation. Additionally, its Gartner Peer Insights reviews for SIAM offerings are above average compared with other providers evaluated in this Magic Quadrant. Clients also report that they appreciate Kyndryl's teamwork and responsiveness in providing SIAM offerings.

- **Broad geographic reach:** Kyndryl has one of the largest geographic footprints, with delivery centers established over a wide global reach across North America, Europe and the Asia/Pacific region. It can also support clients in most industries and verticals, and is a good fit for those with a large global presence due to its multiregional service capabilities.

Cautions

- **Limited stand-alone SIAM deals:** Kyndryl currently offers stand-alone SIAM offerings in only 1% of deals, with all others including other IT service functions such as service desk. For clients seeking a neutral partner to govern and manage performance across all providers in their vendor ecosystem, Kyndryl may not be a good fit as an impartial SIAM provider.

- **Lack of dedicated SIAM organizational structure:** Kyndryl does not have an organizational structure dedicated to delivering SIAM offerings as a stand-alone offering. Instead, it utilizes a cross-functional team that spans multiple service delivery areas. This business model indicates a lower focus on SIAM solutions as a critical service offering.

- **Less SIAM experience than other providers:** Kyndryl has less experience in SIAM delivery than other providers evaluated in this research. This underdeveloped maturity is evident in Kyndryl's vision, with a lack of industry-leading SIAM partnerships, and its execution, with more niche providers managed in its SIAM deals. Clients engaging Kyndryl for SIAM consulting or delivery should carefully vet its long-term commitment to investments in its SIAM solutions and understand the roadmap for maturing its product.

LTIMindtree

LTIMindtree is a Visionary in this Magic Quadrant. LTIMindtree has provided SIAM offerings for approximately seven years and has a large client base spread across all regions. Its top three SIAM service verticals are BFSI; healthcare; and manufacturing. LTIMindtree differentiates its services by providing business insights through its proprietary platforms that provide predictive analytics to support informed decision making and drive continuous improvement.

Strengths

- **Strong tools and automation ecosystem:** LTIMindtree's engineering heritage has enabled it to build strong tools and automation ecosystems. This provides service-focused SIAM offerings, which are enabled through its proprietary Canvas.ai and CloudXperienz platforms. This enables LTIMindtree to drive transparency, accountability and service excellence that focuses on customer experience transformation and better business outcomes.

- **Strong build-operate-transfer (BOT) capabilities:** LTIMindtree has wide experience in providing BOT models for SIAM. Clients exploring the BOT model for onboarding SIAM offerings may find LTIMindtree a good fit. The vendor is also maturing its consulting and transformation capabilities in this space.

- **Global presence:** LTIMindtree has SIAM delivery centers across North America, Europe, Africa and the Asia/Pacific region, and it is making significant investments in expanding additional delivery centers and coverage in these areas. This brings its capabilities closer to the customer and makes it suitable for clients that want more localization.

- **SIAM scope limited to IT services:** LTIMindtree's current SIAM practices revolve around IT services and do not include business services, which it intends to integrate in the future. Those engaging with LTIMindtree for a wider scope that incorporates business services must evaluate the vendor's readiness.

- **High reliance on subcontractors:** LTIMindtree has a comparatively high percentage of offshore delivery for clients in North America, Latin America and Europe, with an above-average reliance on subcontracted SIAM engagement resources compared with other providers evaluated in this research. Potential clients must evaluate the level of subcontracting used by LTIMindree and how far it will commit to desired outcomes when used.

- **Limited focus on legacy platforms:** LTIMindtree's focus is notably on modern product-centric delivery. Clients with significant legacy platforms (mainframe, midrange) or large legacy ERP environments may not find LTIMindtree to be a good fit for their needs.

Stefanini

Stefanini is a Niche Player in this Magic Quadrant. It has provided SIAM offerings for over 10 years and has a small number of clients spread across mostly South and Central America, with the remainder in North America and Europe. Its top three SIAM service verticals are banking and financial services; life sciences and healthcare; and manufacturing. Stefanini differentiates its services by offering a customizable and flexible SIAM framework for clients requiring a fully managed service or those needing a more collaborative approach.

Strengths

- **Custom solution offerings:** Stefanini provides flexibility in its SIAM-delivered models to match its customers' needs. The provider does not prescribe service models, making it a good fit for smaller organizations needing a tailored solution aligned to their budget or organizations of any size looking for a custom solution.

- **Excellent fit for South American clients:** Stefanini has robust coverage in South America. While it also has coverage in other areas, such as North America and Europe, Stefanini's deep experience in South America may make it a good fit for clients with business in this region.

- **Support for building SIAM capability:** Stefanini provides SIAM offerings for clients with less SIAM experience or those exploring leveraging SIAM capabilities for their in-house SIAM role. The vendor fills gaps by providing resources and/or services in areas where clients lack skills or competency.

Cautions

- **Immature SIAM practice:** Stefanini's SIAM practice is still evolving and lacks depth and diversity in terms of industry, range of choices and a long-term roadmap for future evolution, but it provides the basic SIAM capability needed. Clients planning to work with Stefanini should align the points in their SIAM journey to Stefanini's offerings.

- **Limited pricing models:** The vendor's delivery model is predominantly based on fixed-price, time-and-materials, and resource-unit-based contracts. Clients in need of innovative engagement models, such as BOT, may find alternative providers more suitable. Such clients should carefully evaluate the value proposition offered by Stefanini.

- **Low SIAM market share:** Stefanini's SIAM service market share is low compared with other providers evaluated in this Magic Quadrant, which demonstrates that SIAM offerings are not a strategic priority. It also employs fewer SIAM experts compared with other evaluated vendors in this research. Clients considering engaging with Stefanini should evaluate its roadmap and commitment to ensure alignment with organizational needs.

TCS

TCS is a Leader in this Magic Quadrant. It has provided SIAM offerings for over a decade, with several clients spread across all regions. Its top three SIAM service verticals are retail, manufacturing, and life sciences and healthcare. TCS differentiates its services by offering proprietary frameworks such as TCS Cognix "SIAM in a box," leveraging AI, analytics and user experience, thus expanding SIAM offerings.

Strengths

- **Specialized SIAM portfolio:** TCS has developed a specialized SIAM portfolio to cater to various operating requirements, such as cloud, traditional and enterprise-level setups. This approach allows the vendor to effectively address the demands of its customers' diverse operating needs.

- **Commitment to technological innovation:** TCS is reinvesting over 1% (approximately $300 million) of its revenue into innovations. It dedicates a portion of this investment to developing AI, automation and industry-specific SIAM solutions, demonstrating its commitment to technological advancements and customer value. This focus on tailored industry vertical solutions demonstrates an understanding of industry-specific SIAM needs, leading to more effective products and services and improved customer experience.

- **Emerging SIAM consulting services:** TCS is committed to fully maturing its pure SIAM consulting services and addressing customers' unique needs in the evolving nature of SIAM consulting. The total number of staff dedicated to SIAM offerings increased by 15% in 2023. Clients looking for consulting expertise should consider TCS to be a good fit for their SIAM needs.

Cautions

- **Minimal adoption of stand-alone SIAM service:** Many of TCS's SIAM engagements involve a combination of SIAM offerings and one or more service towers, reflecting minimal adoption of stand-alone SIAM offerings. Clients expressing a preference for SIAM as a stand-alone service should evaluate TCS's ability to establish a clear separation between the overarching governance of performance management and service delivery.

- **Focused on large enterprises:** TCS's market positioning consists of large-enterprise customers and it has a relatively lower percentage of midsize customers. Potential midsize clients should ensure that their unique needs and requirements are adequately addressed by TCS before engaging.

- **Workforce challenges:** At the time of this evaluation, TCS's attrition rates of staff dedicated to SIAM are above average compared with other providers evaluated in this research. Although attrition is an IT industrywide issue, this may create challenges for TCS in meeting demand. Clients engaging with TCS for SIAM offerings should ensure resource availability.

Tech Mahindra

Tech Mahindra is a Niche Player in this Magic Quadrant. It has provided SIAM offerings for over 12 years and has a good number of clients spread across all regions. Its top three SIAM service verticals are telecommunications, banking and financial services, and healthcare.

Tech Mahindra differentiates its services with extensive industry-specific expertise in the telecommunications sector, making it a good fit for clients in that industry.

Strengths

- **Inclined toward transformative commitments:** Embracing transformation, such as an IT upgrade of an organization to prepare for future challenges, allows Tech Mahindra to meet changing customer needs. Tech Mahindra's willingness to evolve in the SIAM service market is positioning it for long-term success in a dynamic business environment.

- **Industry-specific expertise:** Tech Mahindra has extensive industry-specific expertise in the telecommunications and BFSI sectors, enabling it to customize solutions to meet its clients' unique needs. Its SIAM capabilities allow for seamless integration of a diverse range of solutions across multiple sectors.

- **Focused on midsize enterprises:** Forty percent of Tech Mahindra's customers are midsize enterprises. That sector is growing in the SIAM service market, and it is often well-positioned and eager to adopt new solutions. Tech Mahindra's understanding of the sector's needs and challenges can help it develop tailored products, services and strategies to effectively meet midsize enterprise requirements.

Cautions

- **Small vendor ecosystem management:** Tech Mahindra has a low number of service providers under management per client, which can lead to inefficiencies and limitations in service delivery. Risks include reduced diversity of expertise and potential gaps in meeting client needs, potentially resulting in challenges in maintaining comprehensive oversight, coordination and effective governance of the multiple services being managed.

- **Lack of innovative commercial options:** Tech Mahindra faces challenges in keeping up with evolving industry standards and best practices in service integration and management due to its adherence to more traditional pricing models focused on fixed prices and time and materials (T&M). Clients with forward-looking strategies should carefully assess Tech Mahindra to ensure alignment with needs and objectives.

- **SIAM delivery from offshore locations:** Tech Mahindra primarily provides SIAM offerings from offshore locations, with more than 70% delivered from the Asia/Pacific region. Implications of offshore, nearshore and local service delivery include communication issues, cultural alignment and cost. Clients should carefully evaluate Tech Mahindra's

capabilities and track record in delivering services in their desired locations, and consider how well the vendor aligns with their specific localization and nearshore deployment needs.

Unisys

Unisys is a Niche Player in this Magic Quadrant. It has been providing SIAM offerings for approximately seven years and has several clients worldwide. Unisys provides services in almost all industry verticals, including retail, healthcare and life sciences. It homes in on providing SIAM offerings to the public sector, with a focus on this market not seen among the other providers evaluated in this research.

Unisys did not respond to requests for supplemental information or to review the draft contents of this document. Gartner's analysis is therefore based on other credible sources.

Strengths

- **Flexibility to extend services:** Unisys provides flexibility to selectively extend defined end-to-end service management capabilities, such as major incident management where only a limited SIAM requirement is sought. Unisys' SIAM offering is designed to be flexible, modular and scalable, allowing clients to start their SIAM transformation in small steps and grow at their own pace.

- **Experience-focused SIAM offering:** Unisys' SIAM-X is a concept promoted as the next evolution of the traditional SIAM framework. This new concept puts the employee experience at the center and is important for clients, as experience and outcome are becoming increasingly relevant.

- **High client satisfaction:** Among the providers evaluated in this research, Unisys has a better-than-average overall customer satisfaction rating, based on Gartner Peer Insights reviews. Unisys reports a strong renewal rate from current customers; they appreciate the vendor's product and service knowledge and innovative approaches in its SIAM offerings.

Cautions

- **Financial instability:** Unisys' fiscal situation is under pressure, and it experienced a revenue decline in the last fiscal year. This may impact its ability to remain invested in certain areas, including SIAM offerings. Clients should explore the continued viability of its SIAM offerings before engaging.

- **Limited SIAM footprint:** Unisys' SIAM capabilities have very limited visibility outside its key focus regions and verticals, and the depth and diversity of experiences across multiple industries are not well-known. Clients outside its key verticals, such as in the public sector/government, should request that Unisys provide specific details on its experience in their sector.

- **Legacy SIAM offerings:** Unisys deals with more-traditional environments using legacy approaches with a comparatively fewer number of implementations. Clients exploring a range of options may find Unisys' SIAM portfolio to be more restricted. They should also check its service delivery capability for new service offerings, as Unisys may struggle to execute them on the ground.

Wipro

Wipro is a Leader in this Magic Quadrant. It has provided SIAM offerings for over a decade and has several active clients spread across all regions, except Central and South America. Its top three SIAM service verticals are banking, financial services and insurance; healthcare; and telecommunications. Wipro differentiates its services by customizing SIAM across various client environments and situations, such as product-centric, M&A and non-IT functions, and with its ability to deliver mature SIAM offerings for product-centric organizations.

Strengths

- **Mature SIAM framework and capabilities:** Wipro has a well-defined SIAM maturity model enabled by a forward-looking roadmap. Clients can leverage it in evolving their SIAM maturity. Wipro combines its consulting capabilities with its approach to enabling SIAM evolution for its clients. Those exploring mature SIAM providers may find Wipro suitable for their requirements.

- **Breadth of SIAM scope:** Wipro's SIAM capabilities expand beyond the normal IT-centric services to other functions like HR and finance, and the provider can integrate functions beyond IT into its SIAM framework. Wipro can handle the complex SIAM requirements of clients that require integration of a range of capabilities.

- **Modular approach to SIAM:** Wipro has taken a modular approach to SIAM by creating what it calls "constellations." These are specific SIAM processes and frameworks for requirements such as digital business, platform-centric, cloud and OT. This provides

customizable choices to meet specific customer needs. Clients that are exploring flexible and futuristic approaches to SIAM may find Wipro suitable for their requirements.

Cautions

- **Challenging fiscal growth:** Wipro's revenue and fiscal situation is under pressure; the provider had muted revenue growth in 2023. Clients engaging with Wipro should review its fiscal performance and question its commitment to future investments, doing a deep dive into possible impacts and implications on its SIAM offerings.

- **Low appetite for commercial penalties:** Wipro's number of service engagements, which has penalties against end-to-end outcomes, is comparatively lower than other providers evaluated in this research, which could be due to the lower maturity of some clients in the beginning of their SIAM journey. Clients are advised to negotiate the vendor's risk ownership position on business outcomes.

- **Lack of focus on midsize clients:** Although Wipro has some SIAM capabilities for midsize clients, it generally focuses on large-enterprise clients for SIAM-related capabilities. However, in some situations (depending on the specific alignment), it can also provide SIAM offerings to midmarket clients. Before engaging, small to midsize clients should understand Wipro's interest in providing SIAM offerings in their category.

Inclusion and Exclusion Criteria

To qualify for inclusion in this Magic Quadrant, providers need to fulfill all of the following requirements:

- Must have been providing SIAM offerings for five years or more.

- Must deliver SIAM-managed services and consulting services.

- Must have a presence and an ability to serve clients in two or more regions (see Note 1). To avoid any doubt, we did not consider the presence of a legal entity alone.

- Must have total revenue of greater than $1 billion.

- Must provide managed services and/or consulting clients to more than 10 clients globally.

- Must have experienced 10% growth in the number of clients in the last year for SIAM services.

- Must have no more than 20% of the SIAM scope for each client delivered through subcontracting.

Honorable Mentions

The following subset of providers is not included in this Magic Quadrant but also delivers SIAM offerings in the market. These providers did not meet the inclusion criteria but have good experience in this market.

CGI. CGI has extensive experience in supporting clients with SIAM offerings. It provides tailored solutions to design, build and implement MSI/SIAM blueprints and roadmaps by working closely with stakeholders. Additionally, CGI's collaborative approach ensures that the frameworks are effectively managed and implemented, aligning with the client's unique business objectives. CGI also offers capability-building programs to empower clients to operate their MSI/SIAM functions independently. These programs include skills development, process optimization and technology enablement, allowing organizations to maintain control over their multisourcing environments and achieve their desired outcomes.

Fujitsu. Fujitsu's SIAM offering uses a systematic approach for all projects, from planning and design to implementation and life cycle support. It ensures that services can be well-integrated and provisioned quickly with strong governance.

Microland. Microland's SIAM offerings provide a responsive and experienced single point of contact for managing all IT services and assets, including renewing and upgrading customers' product licenses. The vendor uses its GenAI-enabled proprietary platform, Intelligeni, to complement its SIAM capabilities.

SAIC. SAIC's MSI centralizes the implementation, provisioning and operational management of increasingly arrayed IT services from multiple service providers, while providing the flexibility to adapt offerings and vendors to the evolving marketplace and needs of customer agencies. The vendor has good experience with U.S. government clients.

Evaluation Criteria

Ability to Execute

Product or Service: Core goods and services offered by the vendor that compete in/serve the defined market. This includes current product/service capabilities, quality, feature sets, skills etc., whether offered natively or through OEM agreements/partnerships as defined in the Market Definition and detailed in the subcriteria.

Overall Viability: Viability includes an assessment of the overall organization's financial health, the financial and practical success of the business unit, and the likelihood of the individual business unit to continue to invest in the product, continue offering the product and advancing the state of the art within the organization's portfolio of products.

Sales Execution/Pricing: This refers to the vendor's capabilities in all presales activities and the structure that supports them. This includes deal management, pricing and negotiation, presales support, and the overall effectiveness of the sales channel

Market Responsiveness/Record: This criterion assesses the ability to respond, change direction, be flexible and achieve competitive success as opportunities develop, competitors act, customer needs evolve and market dynamics change. We also consider the vendor's history of responsiveness.

Marketing Execution: This refers to the clarity, quality, creativity and efficacy of programs designed to deliver the organization's message in order to influence the market, promote the brand and business, increase awareness of the products, and establish a positive identification with the product/brand and organization in the minds of buyers. This mind share can be driven by a combination of publicity, promotional, thought leadership, word-of-mouth and sales activities.

Customer Experience: This criterion assesses the products and services and/or programs that enable customers to achieve anticipated results with the products evaluated. Specifically, this includes quality supplier/buyer interactions, technical support or account support. This may also include ancillary tools, customer support programs, availability of user groups, service-level agreements, etc.

Operations: This refers to the ability of the organization to meet goals and commitments. Factors include quality of the organizational structure, skills, experiences, programs, systems and other vehicles that enable the organization to operate effectively and efficiently.

Ability to Execute Evaluation Criteria

Evaluation Criteria	Weighting
Product or Service	High
Overall Viability	Medium
Sales Execution/Pricing	Medium
Market Responsiveness/Record	Medium
Marketing Execution	Low
Customer Experience	High
Operations	Medium

Source: Gartner (December 2024)

Completeness of Vision

Market Understanding: This refers to the ability to understand customer needs and translate them into products and services. Vendors that show a clear vision of their market listen, understand customer demands, and can shape or enhance market changes with their added vision.

Marketing Strategy: This refers to clear, differentiated messaging consistently communicated internally, and externalized through social media, advertising, customer programs and positioning statements.

Sales Strategy: This refers to a sound strategy for selling that uses the appropriate networks, including direct and indirect sales, marketing, service and communication. It includes having partners that extend the scope and depth of market reach, expertise, technologies, services and the vendors' customer base.

Offering (Product) Strategy: This refers to an approach to product development and delivery that emphasizes market differentiation, functionality, methodology and features as they map to current and future requirements.

Business Model: This criterion assesses the design, logic and execution of the organization's business proposition to achieve continued success.

Vertical/Industry Strategy: This criterion assesses the strategy to direct resources (sales, product, development), skills and products to meet the specific needs of individual market segments, including verticals.

Innovation: This refers to the direct, related, complementary and synergistic layouts of resources, expertise or capital for investment, consolidation, defensive or preemptive purposes.

Geographic Strategy: This criterion assesses the provider's strategy to direct resources, skills and offerings to meet the specific needs of geographies outside the "home" or native geography, either directly or through partners, channels and subsidiaries, as appropriate for that geography and market.

Completeness of Vision Evaluation Criteria

Evaluation Criteria	Weighting
Market Understanding	High
Marketing Strategy	Low
Sales Strategy	Low
Offering (Product) Strategy	High
Business Model	Medium
Vertical/Industry Strategy	High

Evaluation Criteria	Weighting
Innovation	Medium

Quadrant Descriptions

Leaders

Leaders perform skillfully. They have a clear vision of the market's direction (digital transformation, cloud-first, intelligent automation, agile operations and their own ecosystem) and develop competencies to maintain their leadership. They shape the market rather than follow it.

Challengers

Challengers execute well today but have a less well-defined view of the market's direction. They need to be more aggressive in outlining and communicating their strategy for the future.

Visionaries

Visionaries have a clear vision of the market's direction and focus on providing services to meet future market needs. They need to improve their ability to deliver and to penetrate the global market.

Niche Players

Niche Players successfully focus on a particular service, a limited number of geographical markets or both. This narrow focus may affect their ability to outperform or innovate.

Context

The combined revenue of the providers represented in this Magic Quadrant represents 14% of the total IT services spending globally. The SIAM revenue for most of the providers varied between 1% to 10% of the total revenue. The providers are expecting an average revenue

growth of around 30% in the next year for SIAM offerings, which indicates that this is one of the fastest-growing segments for their services.

The sweet spot of most providers remains large-enterprise clients. The average number of providers managed under SIAM was around eight. The fixed price and time and materials are preferred models, but some providers have the capability to include outcome-based and other models as well. The BFS, manufacturing, healthcare, utilities and telecommunications sectors are the largest consumers of this service. Hybrid (co-managed) SIAM is not very popular and very few providers say that they have clients for which they are providing hybrid SIAM offerings. Similarly, there were very few providers that claimed they were providing stand-alone SIAM offerings.

Market Overview

The market of SIAM offerings continues to evolve and is uneven at the moment. The size of the SIAM market has not been independently evaluated by Gartner but the estimated revenue could be somewhere between $12 and $15 billion in 2024. SIAM remains an important part of the overall service portfolio of providers and there has been an increase in traction and interest from end customers on this subject in the last two years.

While the market is expanding, not many providers have built their portfolios to tap it; hence, participation has been comparatively lower than expected. There are other factors as well. The market has a lot of diversity among providers — some are local and regional, and some are large and global. Overall, the large providers dominate the market, but there is a significant difference in their capabilities. Also, the market is relatively less crowded compared with other services.

Throughout this research, some interesting observations are made. Most providers have indicated that they were selected by clients for SIAM offerings because they were already providing some managed services and the clients extended the scope or signed a new contract for SIAM. The number of pure SIAM offerings without a managed service component is low. In addition, consulting-led engagements are emerging. This could be because SIAM itself is not a significantly lucrative market for many IT services providers. Gartner has also observed that hybrid SIAM offerings, where the provider and client jointly manage the SIAM function, are not very popular.

In response to rapidly evolving demand, providers have formulated strategies and implemented capabilities to meet clients' SIAM service needs. Key aspects of the updated strategies in 2024 include:

- Business outcome: We observed that clients expect an end-to-end business outcome when considering SIAM offerings. They also want a contractual commitment around that outcome.

- Tailored SIAM: Providers are tailoring SIAM offerings for the needs of customers, rather than providing a standard fixed approach. Some providers have built this capability as a differentiating one. Some tailoring of SIAM is also happening based on industry-specific requirements, and some is based on horizontal services, thereby giving end clients a range of choices.

- Automation: There are heavy investments in automation and most providers have a large portfolio of tools and partnerships to make it happen. Some providers indicated that they are also bundling generative AI capabilities.

- Experience: Clients often expect SIAM to bridge the gap between experience expectations and delivery, and many providers have specific commitments to improve experience-level agreements through robust SIAM deliveries.

- Operating model transformation: SIAM has triggered changes in the operating models of clients and providers. Providers often change their operating models to differentiate their capabilities and enable more value for their end customers.

- Product-centric approaches: Some clients are expecting providers to demonstrate their ability to leverage the SIAM capabilities to enable product-centric approaches. Most providers discussed in this Magic Quadrant are able to discuss these approaches, indicating their next level of maturity,

- Maturity model: The SIAM maturity model is one of the key concepts that mature providers indicate they are able to drive within organizations; they create a SIAM vision and roadmap to drive maturity through assessment and consulting. Gartner has seen many clients seeking an evolution of their SIAM practice, and this is where a maturity model helps. This is an emerging area for many providers.

- Dashboards and toolkits: Most providers indicated that they have readymade toolkits for assessment, assurance, onboarding, sizing/estimation and performance management.

Most of them also have implemented online dashboards to provide a view of their SIAM offerings to end customers.

While these are some of the trends that dominated the market, we also have observed that there were inhibitors for SIAM adoption, including:

- Poorly constructed contracts

- Competitive mindset among providers

- Lack of understanding of the SIAM framework

- Conflict of interest of SIAM provider

⊕ Evidence

Note 1: Geographical Coverage

The inclusion criteria specifies that the service provider must have a presence and ability to serve clients in two or more regions. These regions include:

- **North America:** A combination of Canada and the U.S.

- **Europe:** A combination of Western and Eastern Europe

  - Western Europe: Austria, Belgium, Denmark, Finland, France, Germany, Greece, Ireland, Italy, the Netherlands, Norway, Portugal, Spain, Sweden, Switzerland and the U.K.

  - Eastern Europe: Albania, Bosnia and Herzegovina, Bulgaria, Czech Republic, Croatia, Estonia, Hungary, Latvia, Lithuania, North Macedonia, Moldova, Montenegro, Poland, Romania, Russia, Serbia, Slovakia, Slovenia, Türkiye and Ukraine

- **Asia/Pacific and Japan:** Asia/Pacific includes the regions of Greater China, mature Asia/Pacific and emerging Asia/Pacific. Gartner's standard groupings of the three regions within Asia/Pacific are as follows:

  - Greater China: Hong Kong, the Chinese mainland and Taiwan

- Mature Asia/Pacific: Australia, Singapore, South Korea and New Zealand

- Emerging Asia/Pacific: India, Indonesia, Malaysia and Thailand

- Rest of Asia/Pacific: Bangladesh, Pakistan, the Philippines, Sri Lanka and Vietnam

- Japan

⊕ Evaluation Criteria Definitions