NEAT EVALUATION FOR INFOSYS:

End-to-End Cloud Infrastructure Management Services

Market Segments: Overall, Cloud Management Services, Cloud Orchestration Services, Microsoft Azure Capabilities, AWS Capabilities

Introduction

This is a custom report for Infosys presenting the findings of the NelsonHall NEAT vendor evaluation for *End-to-End Cloud Infrastructure Management Services* in all market segments: *Overall, Cloud Management Services, Cloud Orchestration Services, Microsoft Azure Capabilities,* and *AWS Capabilities*. It contains the NEAT graphs of vendor performance, a summary vendor analysis of Infosys for end-to-end cloud infrastructure management services, and the latest market analysis summary.

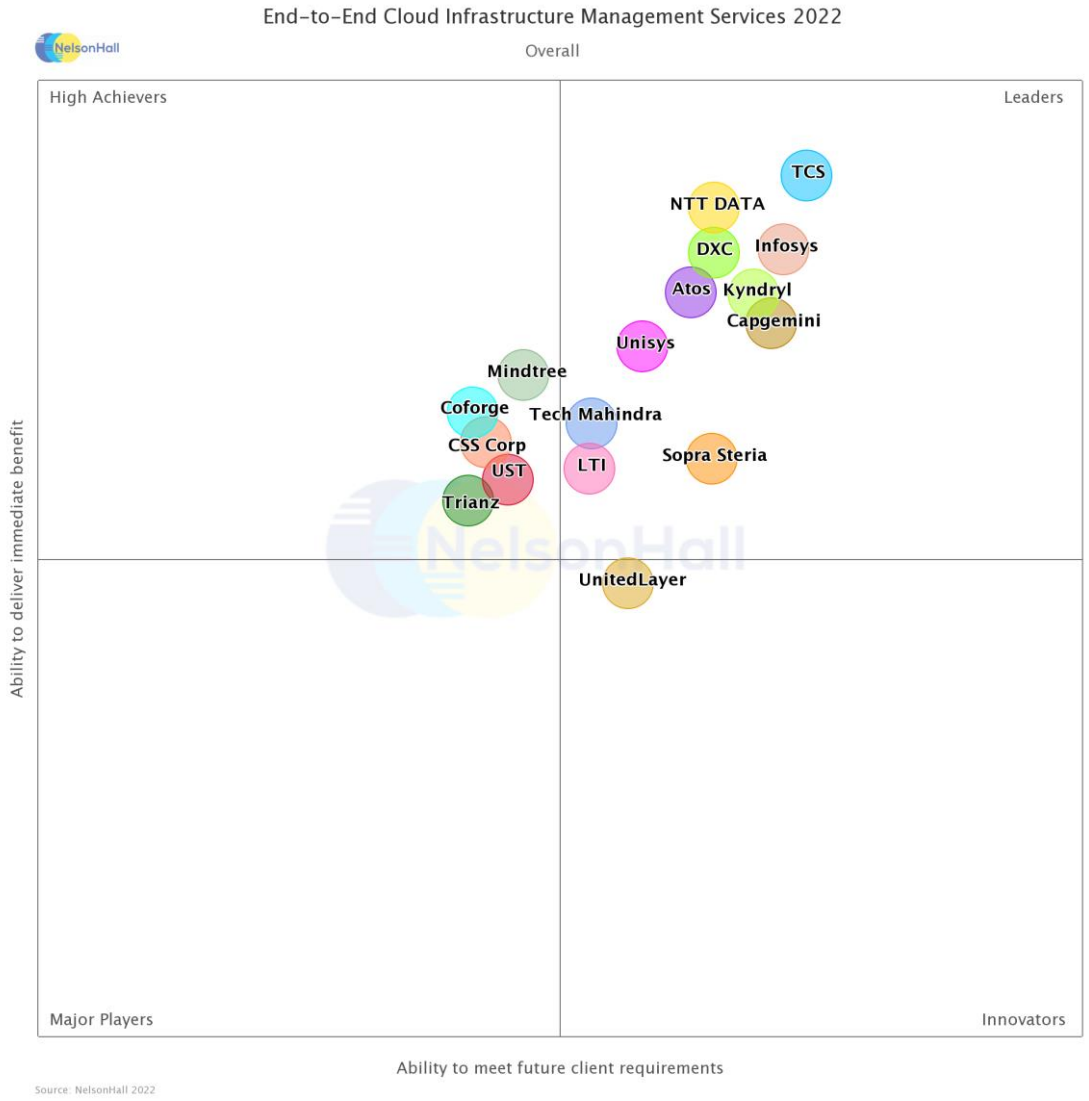
This NelsonHall Vendor Evaluation & Assessment Tool (NEAT) analyzes the performance of vendors offering end-to-end cloud infrastructure management services. The NEAT tool allows strategic sourcing managers to assess the capability of vendors across a range of criteria and business situations and identify the best performing vendors overall, and with specific capabilities around cloud management, cloud orchestration, Microsoft Azure, and AWS.

Evaluating vendors on both their 'ability to deliver immediate benefit' and their 'ability to meet client future requirements', vendors are identified in one of four categories: Leaders, High Achievers, Innovators, and Major Players.

Vendors evaluated for this NEAT are: Atos, Capgemini, Coforge, CSS Corp, DXC Technology, Infosys, Kyndryl, LTI, Mindtree, NTT DATA, Sopra Steria, TCS, Tech Mahindra, Trianz, Unisys, UnitedLayer, and UST.

Further explanation of the NEAT methodology is included at the end of the report.

NEAT Evaluation: End-to-End Cloud Infrastructure Management Services (Overall)

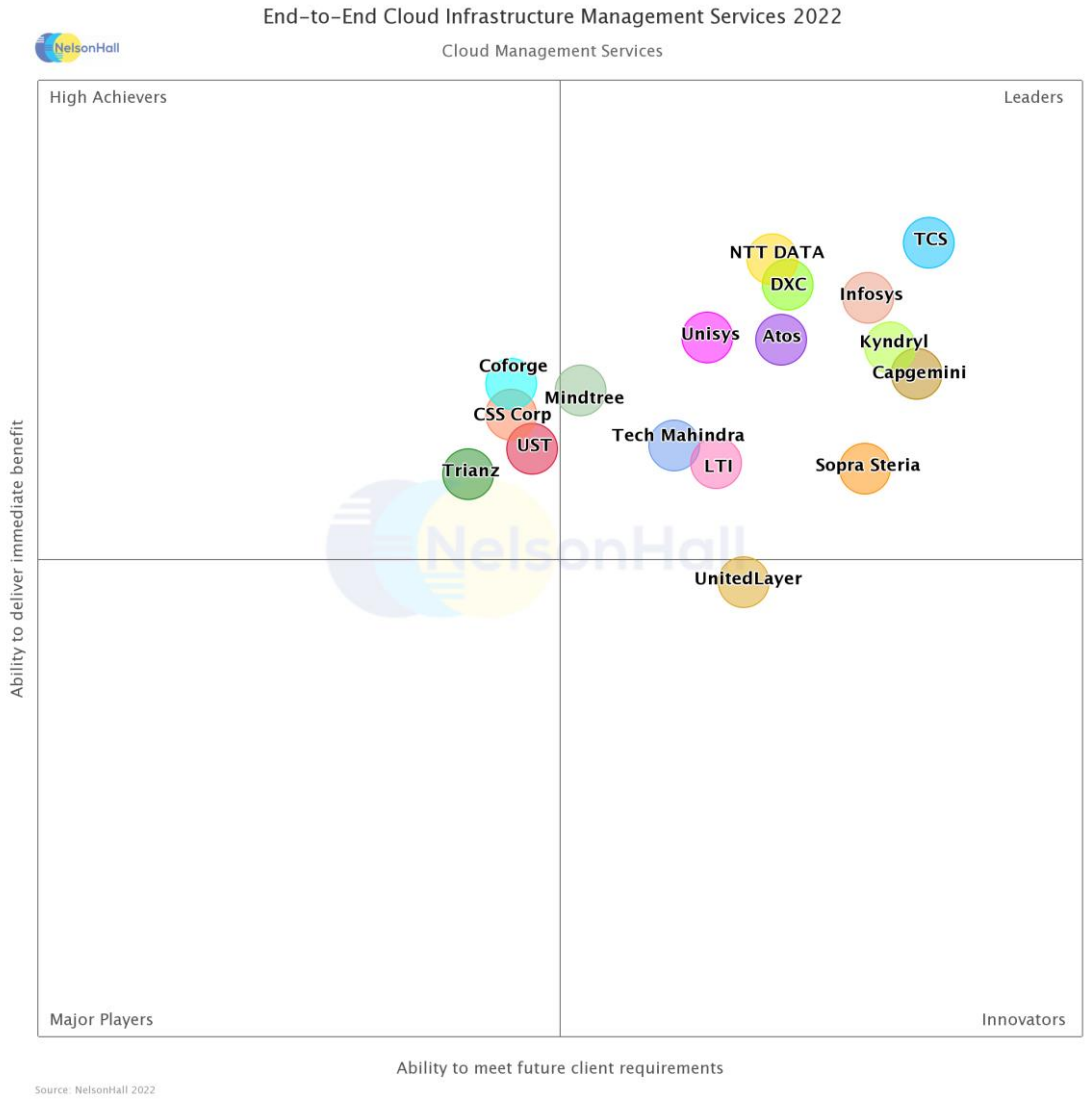


NelsonHall has identified Infosys as a Leader in the *Overall* market segment, as shown in the NEAT graph. This market segment reflects Infosys' overall ability to meet future client requirements as well as delivering immediate benefits to its cloud IT infrastructure management services clients.

Leaders are vendors that exhibit both a high ability relative to their peers to deliver immediate benefit and a high capability relative to their peers to meet client future requirements.

Buy-side organizations can access the *End-to-End Cloud Infrastructure Management Services* NEAT tool (*Overall*) here.

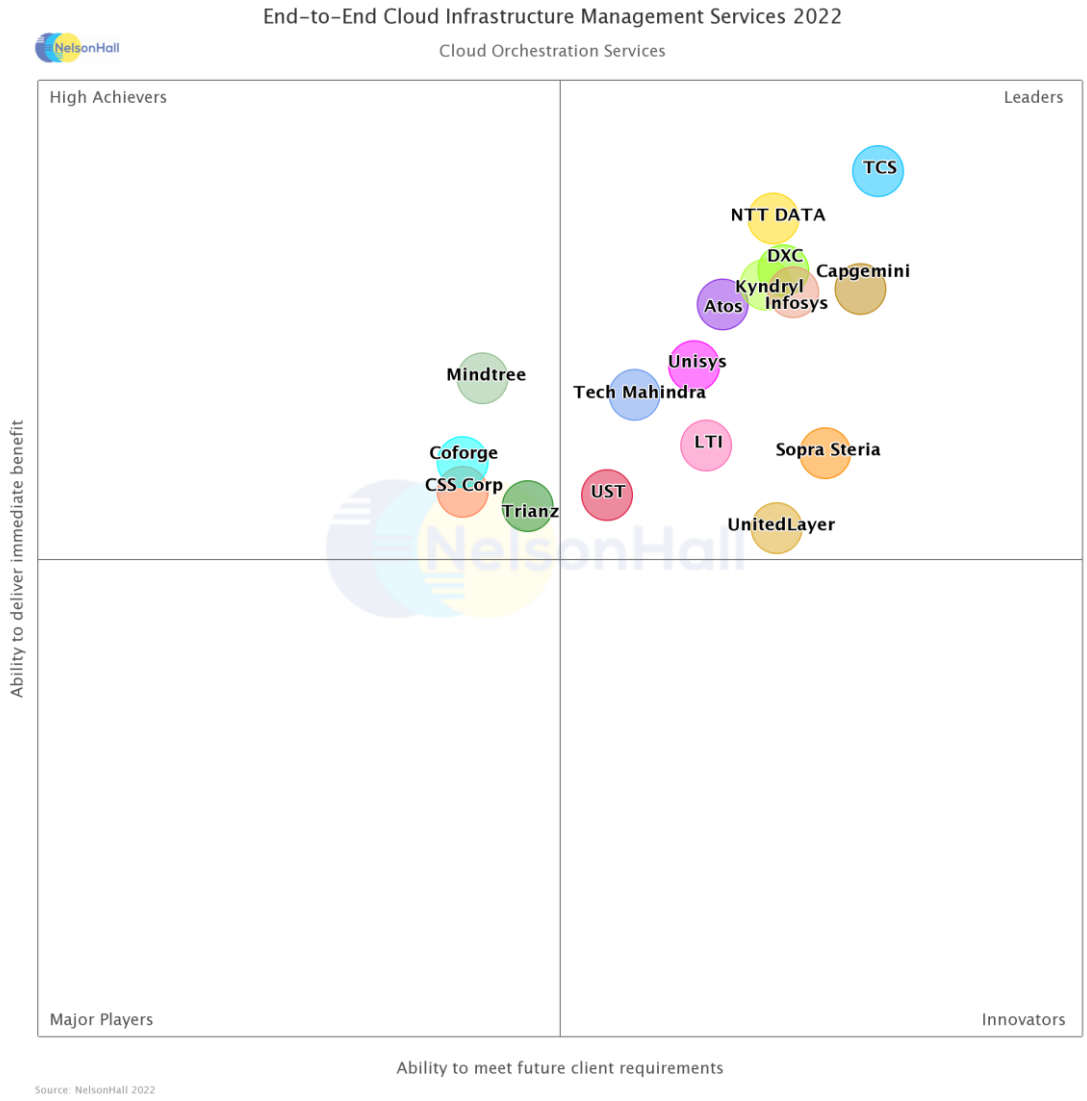
NEAT Evaluation: End-to-End Cloud Infrastructure Management Services (Cloud Management Services)



NelsonHall has identified Infosys as a Leader in the *Cloud Management Services* market segment, as shown in the NEAT graph. This market segment reflects Infosys' ability to meet future client requirements as well as delivering immediate benefits to its cloud IT infrastructure management services clients with specific capability in cloud management.

Buy-side organizations can access the *End-to-End Cloud Infrastructure Management Services* NEAT tool (*Cloud Management Services*) here.

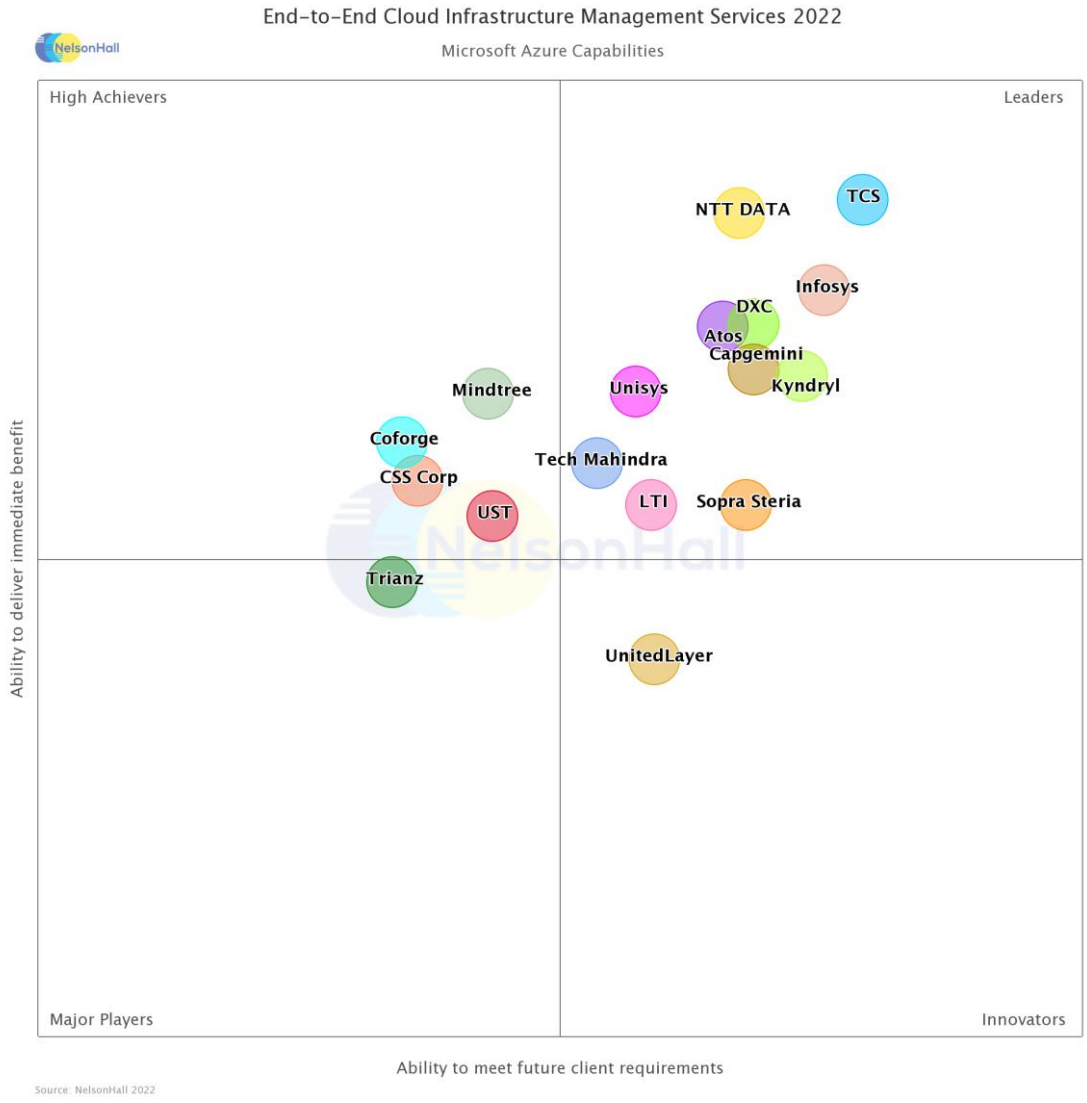
NEAT Evaluation: End-to-End Cloud Infrastructure Management Services (Cloud Orchestration Services)



NelsonHall has identified Infosys as a Leader in the *Cloud Orchestration Services* market segment, as shown in the NEAT graph. This market segment reflects Infosys' ability to meet future client requirements as well as delivering immediate benefits to its cloud IT infrastructure management services clients with specific capability in cloud orchestration.

Buy-side organizations can access the *End-to-End Cloud Infrastructure Management Services* NEAT tool (*Cloud Orchestration Services*) here.

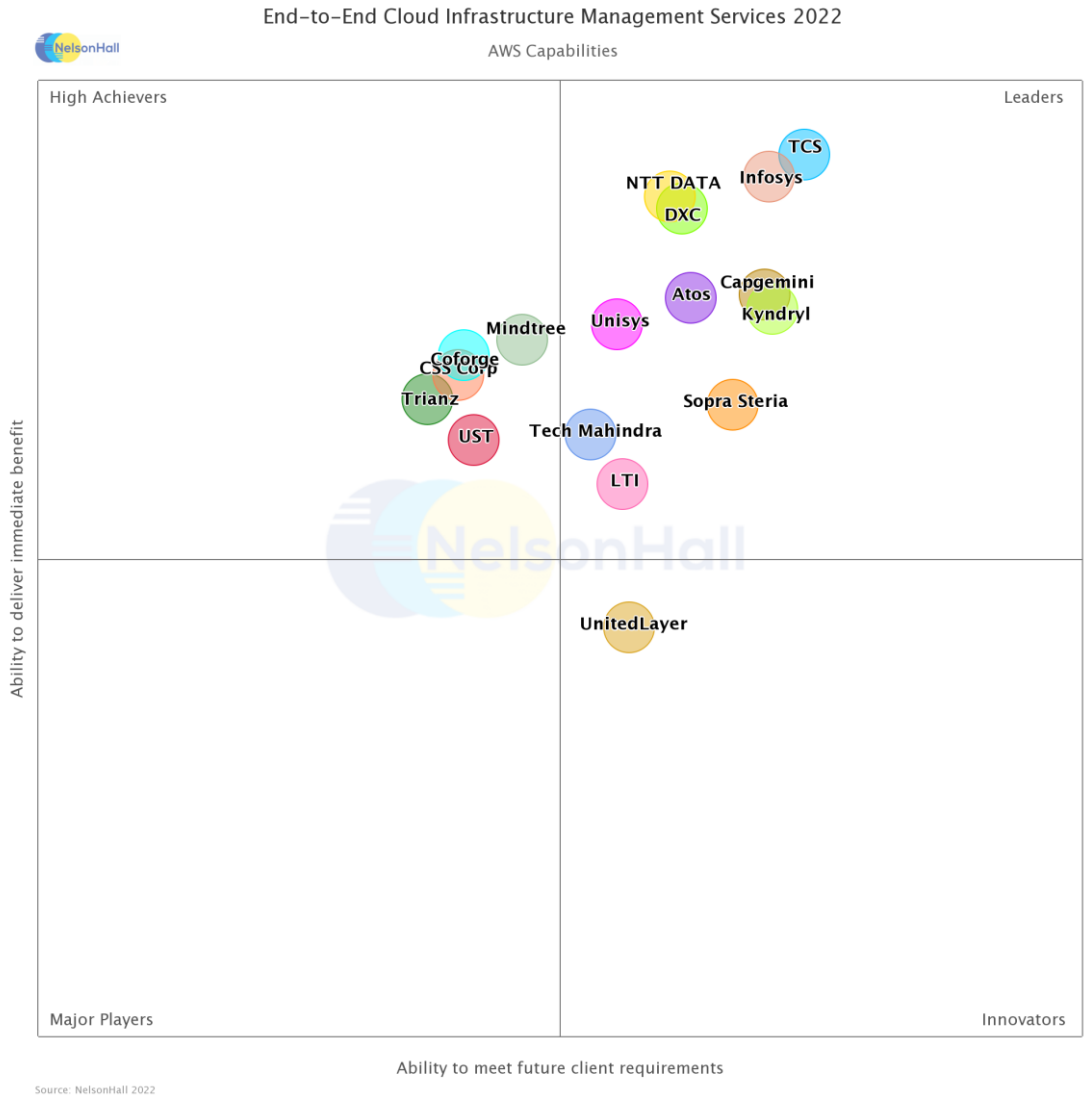
NEAT Evaluation: End-to-End Cloud Infrastructure Management Services (Microsoft Azure Capabilities)



NelsonHall has identified Infosys as a Leader in the *Microsoft Azure Capabilities* market segment, as shown in the NEAT graph. This market segment reflects Infosys' ability to meet future client requirements as well as delivering immediate benefits to its cloud IT infrastructure management services clients with specific capability around the Microsoft Azure product.

Buy-side organizations can access the *End-to-End Cloud Infrastructure Management Services* NEAT tool (*Microsoft Azure Capabilities*) here.

NEAT Evaluation: End-to-End Cloud Infrastructure Management Services (AWS Capabilities)



NelsonHall has identified Infosys as a Leader in the *AWS Capabilities* market segment, as shown in the NEAT graph. This market segment reflects Infosys' ability to meet future client requirements as well as delivering immediate benefits to its cloud IT infrastructure management services clients with specific capability around the AWS product.

Buy-side organizations can access the *End-to-End Cloud Infrastructure Management Services* NEAT tool (*AWS Capabilities*) here.

Vendor Analysis Summary for Infosys

Overview

Infosys takes a three-layered approach to the cloud through Infosys Cobalt to develop new business capabilities to meet emerging business needs and faster time to market. It aims to establish domain-specific technology platforms for data and business functions as composable capabilities. It also aims to reduce multi-cloud complexity through a secure cloud platform, bringing elasticity to the resource layer. The three approaches include:

- *Consumption Layer* (Business Services): Infosys sees a new paradigm in the consumption layer, including industry solutions – e.g., Telco on Tap, enabling clients to adopt 5G services quickly; plus, mortgage in a box, smart grid. In addition, BPaaS, industry-specific SaaS including Helix, is used, for example, in healthcare to bring payers and providers together in a marketplace model
- *Platform Layer* (Technology Platforms): Infosys aims to move clients up the value chain, including helping clients transform data lakes to the cloud, refactoring apps to be cloud-native, or using PaaS. It includes microservices/API, domain-specific API, and micro UI; also, AI cloud (ML models and training dataset)
- *Resource Layer* (Cloud Resources): most clients start here with IaaS and cloud for consumption, network, and storage, and establishing virtual private cloud and connection between private, public cloud, and on-premise. This also includes accelerating migration, taking native services from hyperscalers, and building on top of this.

Infosys has developed a cloud continuum model to help define the required capabilities and help clients understand where they are in their cloud journey and where they would like to get to. The cloud evolution continuum sits across the resource, platform, and consumption layers. The five states include:

- *State 1*: elementary cloud and ad-hoc
- *State 2*: hybrid cloud, opportunistic and integrated across clouds
- *State 3*: Polycloud layer, systematic, orchestration across clouds, and a common identity and access management
- *State 4*: Polycloud layer, measurable, interoperable app & data, partially portable and adopted
- *State 5*: Polycloud layer, business-led innovation, portable app & data adopted across the organization.

Infosys has structured its cloud service offerings through a platform-driven approach to deliver at scale, in an agile and efficient way, on a continuous innovation journey. Key cloud service offerings as part of Infosys Cobalt includes:

- Cloud Strategy & Consulting Services
- Cloud Platform Engineering Services
- Cloud Migration Services
- Cloud-Native Development Services
- Cloud Data Services

- Enterprise Apps & SaaS Services
- Cloud Security Services
- Cloud Operations and Optimization services.

NelsonHall estimates Infosys has ~120k FTEs globally supporting Cobalt cloud services which are cloud trained, and 32k cloud certified resources. Infosys has over 100 development centers globally and operates in 43 countries. These development centers can be split into two categories:

- *Global development centers* (GDCs), the larger-scale operations, mostly in India
- *Proximity development centers* in places including China, Japan, Australia, Canada, Mauritius, Mexico, and multiple locations in the U.S. (22) and Europe (19).

NelsonHall estimates Infosys has ~900 cloud clients globally. Infosys has a number of industry-specific offerings with hyperscalers, including:

- *AWS*: e-commerce platform on AWS, business banking gateway, Media Platform, Boundaryless Data Lake Offering, XTend Store, Infosys Medical Blockchain and anti-financial crime
- *Azure*: Digital Factory, Smart Buildings, Extend Store, Energy Management System, SAP on Azure, and Finacle on Azure
- *GCP*: Context2 for call center API, telecom solutions, Infosys Information Grid and anti-money laundering. Infosys also has ~200 business assets across financial services, insurance, healthcare (e.g., Helix healthcare platform), telco, media, energy and utilities, manufacturing and high-tech, retail, CPG, and logistics.

Financials

Infosys' CY 2021 revenues were ~$16.3bn. NelsonHall estimates that ~17% of this is associated with cloud infrastructure management services.

Strengths

- Significant IP (Polycloud Platform, Infosys Workload Migration Suite, Cloud Automation Café, Infosys Modernization Suite, Cloud Native Development Platform, and iAutomate Platform); and strategic investment in the cloud as a key focus area
- Infosys Cobalt Cloud Community and dedicated resources to curate workplace assets
- Cloud assets (35k) and 225 industry cloud-first solution blueprints
- Expanding DevSecOps and site reliability engineering (SRE)-led approach to operations
- Dedicated sustainability practice in support of clients' ESG agendas
- Focus on AIOps observability capabilities, Kubernetes, microservices, and Docker-based architecture
- Flexible pricing model (managed services, consumption-based, agile POD, fixed price, unit of work, service catalog, agile capsule, T&M, business outcome, user stories, ITaaS, and managed burst)

- Cobalt Labs at its global digital centers to enable clients to prototype and co-create new cloud-first solutions rapidly; innovation hubs, and living labs
- Automation factory approach for large deal transformation, enabling rapid innovation and development of use cases utilizing templates and patterns and in partnership with hyperscalers
- Comprehensive partner ecosystem in support of cloud services; and expanding innovation network in support of start-ups to drive next-gen capabilities
- Partnerships with academic institutions to seed skilled workforce
- Significant investment in the training of personnel, including Wingspan.

Challenges

- Significant reliance on the North American market
- Continuing to increase onshore presence in EMEA
- Ramping cloud certifications and SREs, which is part of the investment roadmap
- Increasing adoption of XLAs in support of business outcomes
- Scaling consulting & advisory capabilities.

Strategic Direction

Infosys is looking to expand its cloud infrastructure management services capabilities through the following initiatives over the next 12-18 months:

Investments in IP and accelerators

- Expanding sustainability practice and utilization of cloud to achieve carbon footprint targets in support of clients' ESG agendas
- Investing in DevSecOps capabilities in support of cloud-native apps (DevOps and microservices platforms); and investments in SRE capabilities and observability
- AI-led operations through Polycloud platform
- Continued investment in support of Infosys Cobalt Cloud Community and dedicated resources curating assets from the cloud community; and expanding cloud assets and industry cloud-first solutions (e.g., Smart Spaces, Telco on Tap, Helix and Cortex2), and joint solutions with clients
- Investing in edge cloud and IoT management platform capabilities
- Low code/no-code platforms, employee apps, and digital experience
- Developing templates and patterns for large deals with a geo focus, and also templates for hyperscalers to meet client-specific challenges, with client solutions built off these templates
- Expanding flexible pricing models across cloud services.

Digital reskilling initiatives

Infosys is investing in digital skills training to enhance cloud capabilities, with initiatives including:

- Talent strategy to focus on emerging needs in Horizon 2 & Horizon 3 technologies, with 350 learning paths and 46 digital skill tags
- Expanding partnerships with individual universities to curate curricula for Infosys employees in areas such as ML, autonomous technologies, blockchain, design thinking (the latter, e.g., at Rhode Island School of Design, Stanford University, and Purdue University)
- Investing in training programs focusing on competencies, including UX, cloud, big data, digital offerings, and core technology and computer science skills; and utilizing Wingspan in support of cloud-specific and digital workplace training initiatives
- Infosys aims to increase SRE automation skill-sets supporting cloud services
- Investing in platforms designed for the future of work involving Gig workforce.

Partner-enabled offerings

Infosys is creating joint industry-specific solutions with hyperscalers including AWS, Azure, Oracle, IBM, and increased partnerships with start-ups.

Investment in Expand Localization initiative in support of cognitive and AI services

- Enhancing consulting, advisory, design thinking capabilities and enhancing customer experience through utilization of WONGDOODY and Brilliant Basics acquisitions while delivering end-to-end digital transformation solutions
- Expanding digital studios, Cobalt Labs, and innovation hubs globally (to provide localized support), investing in digital skills, and partnerships with academia to better enable clients' IT infrastructure and cloud transformation roadmaps and initiatives. This includes Infosys' innovation network to develop partnerships with next-gen technology companies and start-ups
- Adapting talent strategy to the future of work, including hiring beyond STEM, utilizing personalized 24/7 AI-powered learning assistant, Infosys career Mosaic framework.

Outlook

Infosys is focused on a platform-driven approach to delivering cloud at scale, in an agile and efficient way through a continuous innovation journey. It has multiple IP and accelerators across Infosys Cobalt, including a cloud continuum model utilized in consulting to help clients understand where they are on their cloud journey and where they want to get to. It also focuses on platform engineering services using IaC and automation to extend DevOps to DevSecOps and No-Ops in an agile manner.

Infosys has IP in support of migration, including its Infosys Workload Migration and Modernization Suites, Data Solution Suite, and Cloud Validation Suite, to further expedite clients' migration programs. It will also utilize its Cloud-Native Development Platform to accelerate the development of cloud-native apps on Kubernetes. Through cloud data services, Infosys looks to increase insights through data and enable new revenue-generating models for clients and has also developed joint solutions with clients in this area (e.g., within financial services utilizing Infosys Information Grid).

A key enabler supporting its cloud IP and accelerators and driving an SRE-led approach to operations is Infosys' Polycloud Platform. A key focus area includes full-stack integrated observability driven by AIOps and ML. It has a digital command center where these insights are available to L2 engineers and SREs to take necessary actions. It provides persona-based dashboards and self-healing using cognitive capabilities to identify patterns and identify the right automation solution to implement. It has developed a script repository with foundation scripts that can be joined together to create a workflow called by API, CI/CD pipeline, or ServiceNow, effectively enabling any system to call these APIs and execute the automation. We expect Infosys to continue to expand its scripts repository and support industry-specific automation. Recent Polycloud features include cloud-native with multi-cloud, multi-cluster Kubernetes platform management, AI-powered self-healing systems, pre-emptive operation, and single-click migration of containerized applications across clouds.

Infosys is taking a DevSecOps and SRE-enabled approach as the default to manage end-to-end cloud services in a highly automated way through Polycloud. It plans to re-skill the majority of its resources within CIS in SRE-automation. It will need to ramp its digital reskilling program in support of this. It is also investing in wider talent and skills to support through the utilization of its Wingspan platform. Infosys will need to expedite its training and cloud certifications to support clients' ongoing cloud transformation initiatives.

Infosys invests in its sustainability practice and utilizes the cloud to reduce carbon footprint and support clients' ESG agendas. We expect Infosys to increase its partners' ecosystem in this space as clients ramp their ESG initiatives. Infosys is also expanding its industry-specific offerings with hyperscalers and increasing templates and patterns to support its large deal approach and build client-specific solutions through these templates. Infosys continues to expand its Cobalt Cloud Community with a catalog of 225 industry cloud-first blueprints, curated from 35K cloud assets. It has 200 business assets (platforms), 100 business assets (applications), and 800 engineering assets. It has a dedicated team curating assets from the cloud community, and we expect Infosys will ramp these resources as the cloud community expands further.

Infosys is embarking on a large-scale digital re-skilling program through Wingspan with ~195k employees trained to date, and ~18k awarded digital skill tags. It is also expanding its ecosystem of partners, particularly start-ups, where it will engage them to solve a specific client issue and then bring them into the partner ecosystem. Finally, Infosys is likely to make further bolt-on acquisitions in cognitive, AI, and automation services and expand its regional presence.

End-to-End Cloud Infrastructure Management Services Market Summary

Overview

In the current market for cloud infrastructure management services, vendors are expanding cloud management platforms (CMP) to expedite automation and AI and provide complete toolsets for cloud-native development, adopting an open approach to orchestration including cloud-native template provisioning through APIs; also, focusing on FinOps and cloud optimization, including software-license management and increasing persona-based cloud delivery.

There is increasing focus on DevSecOps and agile, including agile squads making recommendations for modernization, and greater utilization of IaC to expedite creation, deployment, and modernization of applications and infrastructure.

There is also focus on developing new skill-sets including machine coaches, automation and AI architects, cloud-native SMEs, data analytics, and business value specialists. Vendors are also ramping cloud academies, experience centers and site reliability engineers (SRE) to monitor performance of cloud ecosystems through a data-driven approach, and building capabilities and enhancements based on what SRE teams learn from operating cloud environments for clients.

Looking ahead, vendors will increase investment in CMP including dedicated hyperscaler platforms, with more focus on persona-based cloud delivery; plus, more focus on driving containerization (CaaS) and PaaS services at scale, including Kubernetes, Docker, mesh services and serverless architecture. From a cloud-native perspective, application transformation will be driven from multi-tiered apps to microservices-based applications with API gateways and CaaS.

There will be greater focus on developing full-stack organizational structure for delivery of cloud transformation and through productized offerings; also, expanding cloud data services to increase insights and enable new revenue-generating models, with supporting data engineers and dedicated CoEs.

Investment will focus on edge cloud, 5G networks, and hybrid edge data centers connecting edge to the core in support of distributed cloud. In addition, there will be increasing focus on mainframe modernization-as-a-service.

Buy-Side Dynamics

The key decision factors in selecting a vendor to deliver cloud infrastructure management services are:

- Organizations are utilizing cloud infrastructure management services as an enabler for wider digital transformation and to enhance overall experience
- Ability to monitor, manage, automate, and orchestrate in a SaaS-based CMP model across hybrid multi-cloud
- Enabling cloud optimization, including software license management and utilizing cloud-native tools, and enhancing security, governance, and compliance through increased monitoring (secure & compliant ops)

- Utilizing private cloud for business-critical applications
- Ability to scale and optimize workloads; and increased agility, flexibility and resiliency
- Improved visibility, control, and optimization of usage through FinOps
- Utilizing cloud-native architectures to modernize and re-architect applications
- Enabling DevSecOps and agile, including CI/CD pipeline automation and infra as code integration
- Deploying microservices-based applications using Kubernetes orchestration (EKS, AKS, GKE), mesh services and serverless
- Utilizing CaaS and container-managed service model instead of IaaS to reduce cost and get the most out of cloud
- Data-driven, change responsive architecture and everything as an API
- Enabling a real-time data insights-driven approach supported by SREs approving machine recommendations
- Expediting resources building automation use cases, including low code/no code, and system capability by industry, and dedicated automation and AI leads by client account
- Accelerating adoption of DaaS, WaaS, VDI, M365, Cisco WebEx, Win11, AR/XR and driving a human-centric approach across DWS in support of hybrid working and improving employee experience
- Open approach to orchestration including cloud-native provisioning and discovery with cloud APIs (i.e., CloudFormation, Azure ARM, Terraform).

Market Size & Growth

NelsonHall estimates the global end-to-end cloud infrastructure management services market to be ~$195,200m in 2021. It is expected to grow at 6.5% CAGR to reach ~$250,805m by 2025.

Success Factors

The key success factors for cloud infrastructure management services vendors include:

- Building a bench of resources with cloud-native development capabilities. In addition, ramping automation architects, machine first developers, cloud architects, business value specialists, hyperscaler SMEs (AI/ML) and SREs in support of hybrid multi-cloud operations
- Utilizing consulting and advisory services early in the process to define clients' cloud transformation roadmap, including cloud-native advisory. This includes modernization from monolithic to microservices, and platform build including cloud-native, to drive an autonomous infrastructure environment
- Expanding agile and DevSecOps capabilities, AI insights, recommendations and automated actions for DevOps process, including governance in support of SDLC. In addition, CI/CD automation, including CI/CD toolchain integration, infra as code (IaC) integration with templates and API-driven architecture, and container as a service (CaaS) with DevOps

- Providing Evergreen services to enable clients to keep up to date with latest hyperscaler features and release updates, including Evergreen CoE to drive adoption of new features. Also, providing support for Windows 365, Windows 11 and Apple DaaS. Increasing modern management cloud-based toolsets including Microsoft Autopilot, Intune, and VMware Workspace ONE
- Using AI-Ops to trigger automation and enable automated remediation, enacting event and incident automation to diagnose and remediate (self-heal) incidents through AI, cognitive bots, and proactive and predictive analytics. Expanding AI-Ops to No-Ops cloud managed services and developing more complex use case creation through ML and training for orchestration and resolver bots
- Expanding catalog-based self-service and bot store for reusable automation assets developed by cloud CoE. Continued development of solution accelerators based on repeatable patterns across the managed services client base. Also, providing a marketplace model enabling clients to add their assets and solve their specific business challenges and choose the service and capabilities required
- Expanding cloud CoEs and innovation labs, and industry-specific cloud offerings. Supporting complex cloud transformation and designing cloud-native architectures through modern design principles. Also, utilizing cloud in support of clients' ESG initiatives and driving carbon neutral agendas
- Utilizing citizen development principles to reduce ongoing IT costs and increase the value of adopting low code platforms (e.g., Microsoft Power Platform), vendors need to ensure they have defined a robust and encompassing capability to support this transformation. This capability should span training the individuals, building foundational tools and processes, and defining governance structures
- Providing single-pane management view and cloud-native PaaS support, including microservices and containers, utilizing APIs to bring tools into the cloud ecosystem including cloud-native provisioning. Enhancing FinOps capabilities in the management of cloud costs, and increasing optimization, monitoring and observability to enhance dashboard performance across the cloud ecosystem
- Developing IP, joint GTM and strategic initiatives with hyperscalers, in particular across AI and ML in support of hybrid multi-cloud support from both an industry and client-specific level. Also, developing use cases in the management of hybrid edge data centers and 5G. In addition, expanding partnerships with start-ups, in particular in support of cloud-native PaaS services.

Challenges

- Clients are placing greater focus on expediting cloud migration and modernization initiatives, across mainframe, applications and cloud-native. They need to better utilize analytics to drive decision making and enable IT infrastructure landscape insights. They want to better utilize hyperscaler modernization capabilities to design and deliver full-stack cloud-native apps and re-architect existing workloads to the cloud; also, to move from multi-tiered apps to microservices-based apps with API gateways and utilize containerization as a service (CaaS), and immutable code and serverless (PaaS)
- Clients want vendors to enable AI-based operations, utilizing ML, predictive analytics and AI-Ops platforms to enable full-stack monitoring of resources on-premise and in the cloud; also, deploying cognitive patterns to detect anomalies, reduce noise and alerts across operations. They want to utilize an SRE-led cloud operating model combined with DevSecOps and AI-Ops to enable integrated programmable infrastructure; also, increasing

automation bots across IT infrastructure to self-heal. Clients need a single control plane for multi-cloud management and AI-Ops across hybrid multi-cloud environments. In addition, greater use of self-healing and analytics to support AI-Ops to No-Ops

- Clients are looking to align talent strategies to business needs, market, and technology trends. They want vendors to help them to develop a cloud-native culture across the enterprise to attract skills required. In addition, to use cloud as a catalyst for change across the enterprise with, for example, the reskilling of infrastructure specialists to become full-stack architects. They need to increase access to hyperscaler certified resources to support infrastructure and application modernization roadmaps. Vendors need to ramp digital re-skilling initiatives to enable more productivity for clients and a greater focus on purpose, wellbeing, experience and sustainability as primary drivers for enterprises
- Clients are increasingly looking for vendors to demonstrate the innovation they bring to cloud RFPs through IP, methodologies, toolsets, innovation hubs, and ecosystem partnerships. They want vendors to focus on innovation in the cloud roadmap planning stages to develop solutions to meet specific business requirements. In addition, providing continuous innovation and optimization and cross-functional teams managing backlogs to optimize workloads and identify improvement opportunities. Clients are looking for innovation in support of infrastructure, development, governance, and security.

Outlook

The future direction for cloud infrastructure management services will include:

- Vendors will increase investment in CMP, including dedicated hyperscaler platforms, and more focus on persona-based cloud delivery. More focus on driving containerization (CaaS) and PaaS services at scale, including Kubernetes, Docker, mesh services and serverless architecture. From a cloud-native perspective, driving application transformation from multi-tiered apps to microservices-based applications with API gateways and CaaS
- Greater focus on developing full stack organizational structure for delivery of cloud transformation and through productized offerings. Also, expanding cloud data services to increase insights and enable new revenue-generating models, with supporting data engineers and dedicated CoEs
- Investing in edge cloud, 5G networks, and hybrid edge data centers connecting edge to the core in support of distributed cloud. In addition, increasing focus on mainframe modernization-as-a-service
- Increased focus and investment in sustainability and IP and management services to help clients reduce their IT and carbon footprints; including continuous monitoring through CMP, Green apps and observability tools
- Expanding AI-Ops to No-Ops cloud infrastructure managed services and developing more complex uses cases. Also, next-gen cloud management observability based on AI-Ops, and using ML for real-time data center monitoring
- Vendors will expand AI, ML, and analytics investments to provide greater insights on workflows and informed decisions on cost reduction, including landing zones and automating the decision on where deployments go
- More demand for self-funded cloud transformation in collaboration with hyperscalers including joint IP and GTM, and committing to reduce costs on day one, and free up budget to reduce TCO and drive the acceleration of cloud adoption

- Vendors will increase networks of innovation hubs and Cloud CoEs to deliver collaboration sessions in close proximity to clients. They will expand site reliability engineering approach as the default to manage end-to-end cloud services in a highly automated way. XLAs will become standard alongside SLAs.

NEAT Methodology for End-to-End Cloud Infrastructure Management Services

NelsonHall's (vendor) Evaluation & Assessment Tool (NEAT) is a method by which strategic sourcing managers can evaluate outsourcing vendors and is part of NelsonHall's *Speed-to-Source* initiative. The NEAT tool sits at the front-end of the vendor screening process and consists of a two-axis model: assessing vendors against their 'ability to deliver immediate benefit' to buy-side organizations and their 'ability to meet client future requirements'. The latter axis is a pragmatic assessment of the vendor's ability to take clients on an innovation journey over the lifetime of their next contract.

The 'ability to deliver immediate benefit' assessment is based on the criteria shown in Exhibit 1, typically reflecting the current maturity of the vendor's offerings, delivery capability, benefits achievement on behalf of clients, and customer presence.

The 'ability to meet client future requirements' assessment is based on the criteria shown in Exhibit 2, and provides a measure of the extent to which the supplier is well-positioned to support the customer journey over the life of a contract. This includes criteria such as the level of partnership established with clients, the mechanisms in place to drive innovation, the level of investment in the service, and the financial stability of the vendor.

The vendors covered in NelsonHall NEAT projects are typically the leaders in their fields. However, within this context, the categorization of vendors within NelsonHall NEAT projects is as follows:

- Leaders: vendors that exhibit both a high capability relative to their peers to deliver immediate benefit and a high capability relative to their peers to meet future client requirements
- High Achievers: vendors that exhibit a high capability relative to their peers to deliver immediate benefit but have scope to enhance their ability to meet future client requirements
- Innovators: vendors that exhibit a high capability relative to their peers to meet future client requirements but have scope to enhance their ability to deliver immediate benefit
- Major Players: other significant vendors for this service type.

The scoring of the vendors is based on a combination of analyst assessment, principally around measurements of the ability to deliver immediate benefit; and feedback from interviewing of vendor clients, principally in support of measurements of levels of partnership and ability to meet future client requirements.

Note that, to ensure maximum value to buy-side users (typically strategic sourcing managers), vendor participation in NelsonHall NEAT evaluations is free of charge and all key vendors are invited to participate at the outset of the project.

Exhibit 1

'Ability to deliver immediate benefit': Assessment criteria

Assessment Category	Assessment Criteria
Offering	Cloud platform functionality
	Cloud management including migration and observability capabilities
	Cloud orchestration capabilities including cloud-native provisioning
	Industry specific cloud offerings, including re-usable assets and blueprints
	Cloud AI-Ops capabilities
	API and data-driven services in support of hybrid multi-cloud
	Advanced analytics, cognitive and ML capabilities in support of hybrid multi-cloud
Delivery	Cloud Infra Mngt North America delivery capabilities
	Cloud Infra Mngt EMEA delivery capabilities
	Cloud Infra Mngt APAC delivery capabilities
	Cloud Infra Mngt LatAm delivery capabilities
	Dedicated cloud SMEs, architects, engineers, hyperscaler-certified, and SREs
	Dedicated cloud CoEs, experience centers and innovation hubs
	Ability to provide IP and accelerators in support of Cloud Infra Mngt Services
	Ability to incorporate DevOps and agile methodologies in cloud services
	Extent of third-party and hyperscaler partnerships in support of Cloud Infra Mngt Services
	Ability to provide advanced analytics, cognitive, and ML in support of hybrid multi-cloud ecosystem
Presence	Scale of Ops - Overall
	Scale of Ops - NA
	Scale of Ops - EMEA
	Scale of Ops - APAC
	Scale of Ops -LatAm
	Number of clients overall for Cloud Infra Mngt Services
Benefits Achieved	Improvement in infrastructure and application performance, reliability and availability
	Level of cost savings achieved
	Improved access to next-gen cognitive capabilities
	Increased end-user/business satisfaction
	Improved speed of problem resolution

Exhibit 2

'Ability to meet client future requirements': Assessment criteria

Assessment Category	Assessment Criteria
Overall Future Commitment to Cloud Infrastructure Management Services	Financial rating Commitment to Cloud Infra Mngt Commitment to innovation in Cloud Infra Mngt
Investments in Cloud Infrastructure Management Services	Investment in IP and platforms in support of cloud infrastructure management services Investment in cloud management across IaaS, PaaS, SaaS and CaaS Investment in cloud orchestration including cloud native services Investment in industry-specific offerings, cloud assets and blueprints Investment in support of cloud AI-Ops managed services Investment in support of hyperscaler GTM initiatives Investment in analytics, cognitive and ML services
Ability to Partner and Evolve Services	Key partner Ability to evolve services

For more information on other NelsonHall NEAT evaluations, please contact the NelsonHall relationship manager listed below.

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Sales Inquiries

NelsonHall will be pleased to discuss how we can bring benefit to your organization. You can contact us via the following relationship manager:

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