HFS

HORIZONS REPORT

Next-gen IT Infrastructure Services, 2026

An assessment of service providers, addressing the why, what, how, and so what

Authors:

Ashwin Venkatesan, Executive Research Leader
Mayank Madhur, Practice Leader
Sam Duncan, Practice Leader

Excerpt for Infosys

“Infrastructure services are no longer just the foundation for enterprise AI. They are becoming the control plane that governs where intelligence runs, how it is optimized, and whether it can be trusted at scale.”

Ashwin Venkatesan
Executive Research Leader,
HFS Research

“Next-gen infrastructure services are shifting from scale-led delivery to AI-enabled, platform-driven operations. Providers that translate AI pull-through into resilient, outcome-led execution will define the next leadership tier.”

Mayank Madhur
Practice Leader,
HFS Research

Table of contents

1 Introduction and research methodology

Introduction

- As enterprises accelerate digital transformation, infrastructure is no longer viewed as a static foundation but as a dynamic, intelligent control layer for business resilience, cost governance, security, and innovation. Organizations of all sizes are increasingly prioritizing infrastructure models that can support AI-native workloads, hybrid and multi-cloud environments, edge computing, real-time processing, and growing regulatory and sustainability requirements. To achieve these outcomes, enterprises frequently turn to service providers to help them plan, modernize, operate, and continuously optimize their infrastructure estates.
- HFS Horizons is HFS Research's vendor evaluation framework designed to assess the innovation maturity and value potential of service provider capabilities across three distinct Horizons:
  - **Horizon 1:** Ability to modernize and manage enterprise clients' existing infrastructure estates with secure, efficient, and reliable operations
  - **Horizon 2:** Horizon 1 + ability to drive the "OneOffice" mindset to design and run hybrid, adaptive, and distributed infrastructure that supports AI, multi-cloud, edge, and modern workloads, with built-in sustainability, observability, and cost-efficiency
  - **Horizon 3:** Horizon 2 + ability to drive a "OneEcosystem" approach by delivering intelligent, decentralized, and policy-aware infrastructure foundations by integrating platform engineering, sovereign control, carbon-optimized operations, and embedded automation, at enterprise scale
- This research assesses how well service providers are helping enterprises reimagine infrastructure to meet the demands of AI-native operations, real-time and on-device compute, hybrid and distributed architectures, and the increasing regulatory complexity.
- The study evaluates providers across HFS' next-gen IT infrastructure services value chain, using a broad set of dimensions to understand the **why, what, how, and so what** of their service offerings. It highlights each provider's value-based positioning across the three Horizons and includes detailed profiles outlining service providers' facts, strategic strengths, and development opportunities.

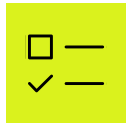
Sources of data

This Horizons research report relies on myriad data sources to support our methodology and provide a well-rounded perspective on the service capabilities of participating organizations covered here. The sources are as follows:

Briefings and information gathering

HFS conducted detailed briefings with next-gen IT infrastructure leadership from each vendor.

Each participant submitted a specific set of supporting information aligned with the assessment methodology.



Reference checks

We conducted reference checks with active clients and partners of the study participants via surveys and interviews.

HFS Pulse

Each year, HFS fields multiple demand-side surveys that include detailed vendor rating questions.

For this study, we leveraged our fresh-from-the-field HFS Pulse study data featuring ~600 enterprises.

Other data sources

Public information such as news releases and websites.

Ongoing interactions, briefings, virtual events, etc., with in-scope vendors and their clients and partners.

Horizons assessment methodology for next-gen IT infrastructure service providers

The "HFS Horizons: Next-gen IT Infrastructure Services, 2026" report evaluates service providers' capabilities across a range of dimensions to understand the **why, what, how, and so what** of their service offerings.

Assessment dimension (weighting in %)

Distinguishing service provider characteristics

	Value proposition: The Why? (25%)	**Execution and innovation capabilities: The what? (25%)**	**Go-to-market strategy: The how? (25%)**	**Market impact: The so what? (25%)**
	• Strategy and roadmap • Clarity of vision for IT infrastructure and nature of outcomes • Differentiators: Why clients work with you	• Demonstrate the breadth and depth of services across the IT infrastructure value chain • Integration of transformation and process consulting • Approach to and strength of the partner ecosystem	• Transformation outcomes being pitched to clients • Nature of IT infrastructure investments (M&A, training, R&D) • Co-innovation and collaboration approaches with customers and partners, including creative commercial models	• Scale and growth of IT infrastructure business (revenue, clients, and headcount) • Proven outcomes showcasing transformation enabled through IT infrastructure • Voice of the customer
Horizon 3	• Horizon 2+ • Ability to drive **ecosystem synergy** via collaboration across multiple organizations with common objectives around driving completely **new sources of value**	• Horizon 2+ • Strategy and execution capabilities at scale • Well-rounded capabilities across all value creation levers: talent, domain, technology, data, and change • Comprehensive industry-specific partnerships with strong product experience (PX) • Strong industry-specific IP and joint ventures	• Horizon 2+ • Ability to drive co-creation with clients and the ecosystem partner • Effectively envision outcomes and provide business assurance for transformation	• Horizon 2+ • Referenceable and satisfied clients driving new business models based on the partnership
Horizon 2	• Horizon 1+ • Ability to drive real business outcomes and stakeholder experiences	• Horizon 1+ • Ability to support clients in their transformational journey • Global capabilities with strong consulting skills and partnerships with all major hyperscalers • Range of industry-specific partnerships and strong PX • Strong industry-specific IP	• Horizon 1+ • Proven and leading-edge proprietary assets, including different platforms • A clear articulation operating model • Capability to deliver transformation	• Horizon 1+ • Referenceable and satisfied clients for the ability to drive business transformation
Horizon 1	• Ability to drive functional optimization outcomes with selective Industry capabilities	• Strong implementation capabilities • Deep engineering capabilities driving speed and efficiency • Offshore-focused with strong technical skills • Focused partnerships and strong PX • Some industry-specific IP	• Robust fundamentals of technology transformation • Technology and capability focus	• Referenceable and satisfied clients for the ability to execute technology transformation

The next-gen IT infrastructure services value chain visualizes all steps starting from strategy to build, run, and optimize

Next-gen IT infrastructure services

Industry pillars

Assessment and readiness

- Infrastructure strategy, transformation, and maturity assessments
- AI-ready architecture and cloud-edge platform planning
- FinOps and sustainability-aware infrastructure design
- Sovereign cloud, compliance, and confidential computing advisory
- Platform engineering and developer experience readiness
- Skills assessment across DevOps, site reliability engineering (SRE), infrastructure as code (IaC) roles
- Infrastructure blueprinting and technical feasibility reviews
- M&As and carve-out infra disentanglement planning
- Energy footprint and environmental, social, and governance (ESG) benchmark evaluations

Design and development

- Hybrid and multi-cloud architecture and setup
- Data center and energy-efficient infrastructure modernization
- AI/ML infrastructure enablement (GPU, ASICs, FPGAs)
- Edge computing and on-device AI architecture
- SD-WAN, NFV, and software-defined networking
- SASE, ZTNA, and network modernization
- IaC, GitOps, and automated provisioning pipelines
- Developer platform and self-service enablement
- Composable infrastructure and modular capacity design
- Resilience, failover, and zero trust principles

Continuous improvement and innovation

- AI-ready and sustainable infrastructure co-innovation
- ZeroOps, IaC, and platform engineering IP development
- Quantum, confidential, and neuromorphic compute pilots
- Ecosystem partnerships with hyperscalers and chipmakers
- Developer experience and platform productization consulting
- Reusable blueprints and best practice sharing
- AIOps-led optimization and cross-layer observability
- Sovereign infrastructure pilots and trust frameworks
- ESG-linked innovation labs and sustainability hubs

Maintenance and support

- Managed services across cloud, edge, and data centers
- Autonomous operations with AI-driven observability
- Service-level agreement (SLA) compliance, incident remediation, and uptime tracking
- FinOps, sustainability, and performance optimization tooling
- Platform ops and golden path governance
- Edge and on-device infra lifecycle support
- Energy-aware workload placement and orchestration
- Compliance-by-design and audit-ready operations
- Software-defined and composable infra lifecycle management
- Global tiered support and telemetry operations

Focus of the report

Sustainability

Sustainability aspect

Carbon-aware workload placement (cloud, edge, DC)| FinOps + GreenOps integration | Energy-efficient data center modernization| Renewable energy sourcing and tracking| Scope 1–3 emissions monitoring for IT | Hardware lifecycle optimization and circular IT | ESG reporting and regulatory alignment (EU, sovereign mandates)

Horizontal

Cross-functional processes

Carbon-aware workload placement (cloud, edge, DC)| FinOps + GreenOps integration | Energy-efficient data center modernization| Renewable energy sourcing and tracking| Scope 1–3 emissions monitoring for IT| Hardware lifecycle optimization and circular IT| ESG reporting and regulatory alignment (EU, sovereign mandates)

Enabling technologies

Risk, compliance, and sovereign controls | Cyber resilience and recovery orchestration | Vendor and ecosystem governance | Asset lifecycle and CMDB evolution | Workforce and skills transformation (SRE, platform teams) | Financial governance (TBM, FinOps, chargeback/showback)

Horizontal business processes

Demand forecasting and capacity planning | Cost modeling and scenario analysis | Portfolio rationalization (apps, infra, data) | M&A and carve-out infrastructure disentanglement | Procurement and contract optimization | SLA/XLA definition and tracking | Incident, problem, and change governance

Horizontal IT processes

Unified service management (ITSM → ITOM → AIOps) | Cloud and platform operations (day 2+) | Network and cloud networking operations | Identity, access, and privileged access management | Backup, disaster recovery, and cyber recovery | Patch, vulnerability, and configuration management | Edge and endpoint lifecycle management

HFS's next-gen infrastructure services value chain defined

The next-gen infrastructure value chain represents how IT service providers help enterprise clients shift from static and siloed infrastructure to highly dynamic, intelligent, and AI-native digital foundations.

Assessment and readiness

Services help clients evaluate and prepare for modernization by assessing their strategic, regulatory, developer, and sustainability readiness. Providers help shape target infrastructure architectures, whether centralized, distributed, or composable.

Design and deployment

Includes the build-out of tailored, ai-optimized, and secure infrastructure. Providers enable cloud-native, sovereign, and decentralized compute environments with built-in resilience, developer experience design, and policy compliance.

Maintenance and support

Emphasizes automation, telemetry, and continuous cost-performance optimization. Providers embed zeroops, autonomous remediation, and unified observability to manage complexity at scale.

Continuous improvement and innovation

Ensure that clients continuously evolve through platform engineering, reusable IP, ecosystem collaboration, and proactive experimentation with emerging infrastructure paradigms.

The study seeks to address multiple questions

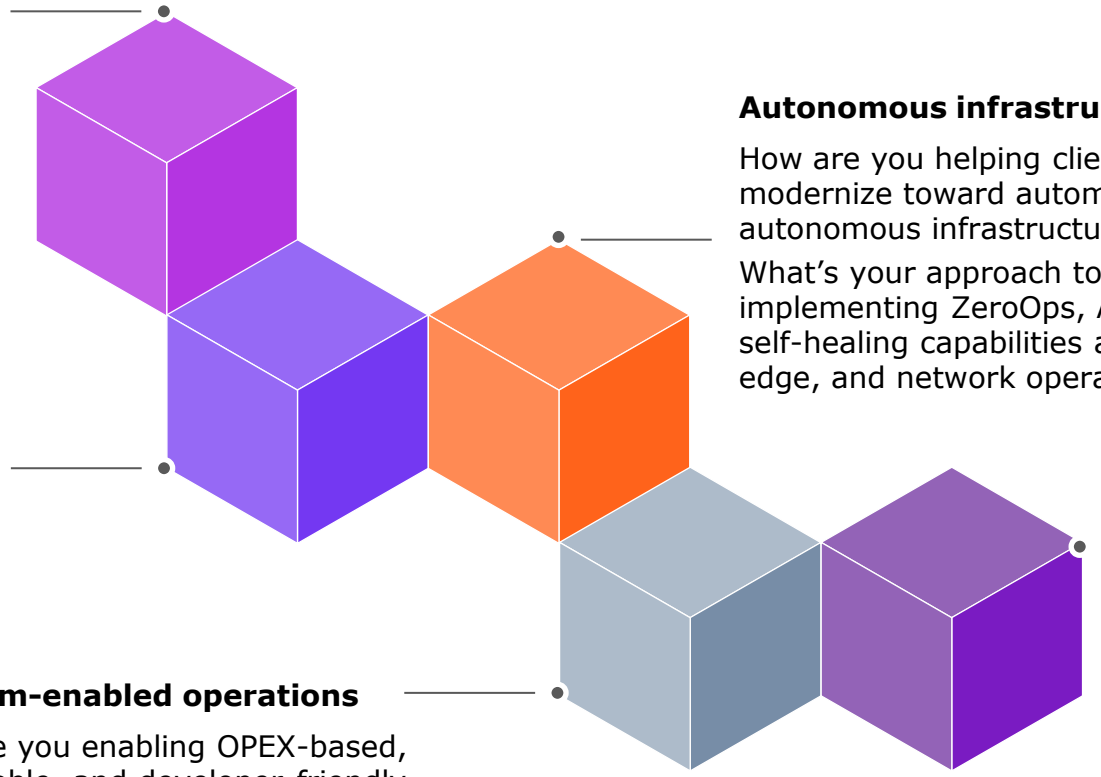
AI-optimized infrastructure

How are you helping clients scale AI-native and decentralized infrastructure? What capabilities do you bring to support GPU/TPU-based clusters, on-device inferencing, edge-to-core orchestration, and data infrastructure tailored for AI/ML performance and latency goals?

Sovereign-by-design

How do you embed trust, sovereignty, and regulatory assurance in infrastructure design and delivery?

What frameworks do you use to support sovereign-by-design architectures, confidential computing, and compliance-as-code for dynamic policy enforcement?



Autonomous infrastructure

How are you helping clients modernize toward automation-first, autonomous infrastructure?

What's your approach to implementing ZeroOps, AIOps, and self-healing capabilities across cloud, edge, and network operations?

Composable and next-gen infrastructure

How are you partnering with clients to co-innovate and future-proof infrastructure foundations?
What IP, labs, and alliances do you bring to help clients test and adopt next-gen paradigms such as composable infrastructure, neuromorphic chips, and platform-based delivery?

Platform-enabled operations

How are you enabling OPEX-based, sustainable, and developer-friendly infrastructure models? How do you help clients adopt IaC, deliver internal developer platforms, optimize cost and energy use, and measure carbon impact?

2 Market dynamics

As cloud and AI mature, enterprises are rethinking infrastructure as an economic, operational, and risk-control layer and not just a technology stack

Demand themes

Infrastructure economics move to the boardroom

Cloud, AI, data, and energy costs are rising simultaneously, forcing enterprises to scrutinize infrastructure spend as a strategic lever for margin protection, not just IT efficiency.

Zero tolerance for waste and operational drag

Enterprises are actively eliminating idle capacity, reactive operations, duplicated tooling, and manual interventions that slow execution and inflate run costs.

AI workloads redefine infrastructure requirements

Generative AI (GenAI) and advanced analytics demand GPU-enabled platforms, low-latency networks, scalable storage, and data-aware hybrid foundations that many legacy estates can't support.

Cost, resilience, and sustainability must coexist

Enterprises now expect infrastructure decisions to balance performance, availability, security, carbon impact, and unit economics in real time. Trade-offs are no longer acceptable.

Regulatory fragmentation reshapes infrastructure design

Data residency, sovereignty mandates, and industry regulations are driving demand for localized, policy-aware, and sector-specific infrastructure models.

Trust and predictability are in deficit

Repeated outages, opaque pricing, and SLA-only contracts have eroded confidence. Buyers need transparency, operational predictability, and business-aligned outcomes, not just headline savings.

Supply themes

Automation becomes baseline, not differentiation

Migration factories, runbook automation, and standardized tooling are now table stakes. Providers realize that they need to go beyond efficiency gains to deliver structural change.

Shift from AIOps to agentic operations

Leading providers are evolving toward autonomous, multi-agent models that enable predictive remediation, self-healing environments, and intelligent capacity planning with reduced human dependency.

Cost intelligence embedded into operations

FinOps, GreenOps, and dynamic optimization are increasingly integrated into day-to-day delivery, allowing providers to manage cost, performance, and sustainability simultaneously.

Platforms replace people as the scaling engine

Providers are investing in proprietary platforms, knowledge fabrics, and reusable automation assets to scale services beyond linear headcount growth.

Control planes, not partner logos, define ecosystem strength

Providers are no longer differentiated by the breadth of their alliances, but by how effectively they orchestrate hyperscalers, original equipment manufacturers (OEMs), independent software vendors (ISVs), and niche specialists into a unified control plane that governs cost, risk, performance, and compliance across distributed infrastructure.

Outcomes redefine the infrastructure value proposition

Infrastructure services are shifting from SLA-driven contracts to outcome-based models tied to resilience, experience, cost efficiency, and business impact, repositioning infrastructure as a growth enabler.

Top challenges for next-gen infra enterprise clients

Legacy estate complexity and technical debt

Enterprises operate fragmented hybrid estates spanning on-premises, multiple clouds, legacy platforms, and edge. Years of incremental change have increased operational fragility, slowed down modernization, and inflated run costs, making transformation harder without risking stability.

AI workload readiness and infrastructure strain

AI, GenAI, and data-intensive workloads place new demands on infrastructure such as GPU availability, low-latency data access, scalable platforms, and resilient operations. Many existing environments are not designed to support AI at scale without re-architecture.

Operational cost pressure and efficiency mandates

CIOs face sustained pressure to reduce the total cost of ownership (TCO) of infrastructure while demand continues to grow. Manual operations, tool sprawl, and inefficient capacity utilization limit the ability to achieve meaningful cost optimization.

Talent shortages

Shortages in cloud architects, SREs, FinOps practitioners, and AI infrastructure specialists are slowing modernization and increasing dependency on service providers for both execution and operational continuity.

Security, resilience, and regulatory complexity

Expanding attack surfaces, stricter regulations, and increased uptime expectations require infrastructure that is secure, observable, and resilient by design, especially in regulated and mission-critical environments.

What do enterprises really want from next-gen IT infrastructure service providers?

AI-ready infrastructure as a dependable operating foundation	Enterprises are no longer looking at infrastructure merely as a migration target, but as the foundation for AI-native and data-intensive workloads. Expectations center on cloud-native architectures, scalable compute (including GPUs where relevant), low-latency data access, and platforms that can reliably support real-time and AI workloads without destabilizing existing hybrid and multi-cloud environments.
Integrated build–run–optimize operating models	Buyers want providers that can modernize infrastructure while running it without creating parallel teams or fragmented accountability. The expectation is for a unified operating fabric that brings together run services, automation, observability, security, and continuous optimization, enabling modernization to happen incrementally and safely rather than as disruptive, one-time programs.
Cost transparency with outcome-level accountability	Enterprises increasingly expect clear, ongoing visibility into infrastructure consumption, unit costs, and optimization levers. Traditional SLA-driven contracts are giving way to expectations around measurable outcomes such as resilience, efficiency, and performance. These are supported by the FinOps discipline, automation, and standardized platforms that help balance cost control with modernization and growth.
Security, compliance and resilience embedded by design	Security and resilience are now baseline design requirements, not optional add-ons. Enterprises, particularly in regulated and mission-critical environments, prioritize infrastructure services that integrate security controls, governance, observability, and recovery capabilities from day one, supporting regulatory compliance and operational continuity across distributed hybrid estates.
Ecosystem orchestration that reduces complexity, not adds to it	Enterprises value providers that can orchestrate hyperscalers, platforms, OEMs, and ISVs into governed, integrated delivery models. The differentiator is not the number of partnerships, but the provider's ability to align tools, enforce standards, and assume accountability across the ecosystem by simplifying operations and accelerating modernization rather than shifting complexity back to the client.

Evolving enterprise expectations and pain points

Theme	Demand side – Enterprise expectations	Supply side – Provider offerings	Key pain points to address
Technological evolution	AI-ready, cloud-native, hybrid infrastructure that can **dynamically place and govern AI workloads** across cloud, edge, and on-premises	**AI-native platforms** with **fractional GPU orchestration and policy-driven placement** that turn accelerators into cost-governed, enterprise assets	Legacy platforms, inconsistent architectures, and lack of a unified control layer for real-time, data-intensive AI workloads
Operational model reinvention	Unified **run + change** operations that deliver **confidence per workload** on cost, carbon, trust, and performance	AIOps, SRE models, agentic operations, and integrated ITSM/observability platforms operating as a **telemetry-driven orchestration layer**	Siloed tools, reactive operations, high mean time to repair (MTTR), and no end-to-end runtime governance across business services
Cloud and digital innovation	Flexible hybrid and multi-cloud strategies that **avoid lock-in while enforcing common policies and guardrails**	Platform-led, multi-cloud landing zones with **centralized policy and placement control** across hyperscalers, edge, and on-premises	Cloud sprawl, cost overruns, governance gaps, and fragmented policy enforcement across environments
Security and compliance	**Built-in security, sovereignty, and compliance** that can be proven at runtime for AI and data-intensive workloads	Zero-trust architectures, SecOps, compliance automation, and **embedded trust orchestration** integrated into the infrastructure control plane	Fragmented security controls, inconsistent sovereignty enforcement, and rising regulatory and reputational risk for AI workloads
Cost and value management	Transparent, **real-time cost and value control** at workload and business-service level, not just at asset or cloud-account level	FinOps and automation-led optimization that use **control-plane telemetry** to balance performance, cost, and carbon continuously	Poor cost visibility, inefficient consumption, and inability to link AI and cloud spend to measurable business outcomes
Ecosystem integration	Seamless integration across partners, platforms, and vendors under a **single governance and policy model**	Hyperscaler and ISV ecosystems integrated into a **lifecycle control plane**, with infrastructure product teams owning end-to-end services	Tool sprawl, weak integration, and multiple "islands of control" across providers and platforms

From reliable delivery to market leadership: What clients and partners expect next

Client kudos

- Innovation and modernization capability
- Strong collaboration and partnership mindset
- Skilled and experienced technical talent
- Flexibility and adaptability to client needs
- Customer-centric and responsive engagement
- Speed and execution excellence
- Quality of service and operational reliability
- Commitment to cost and efficiency outcomes
- Strong delivery governance and SLA adherence

Client critics

- Limited proactive innovation without client push
- Engagements: often implementation-focused rather than transformational
- Inconsistent business and industry context understanding
- Variability in delivery quality across accounts
- Over-reliance on offshore models in some engagements
- Gaps between marketing narrative and delivery reality
- Limited strategic foresight beyond core execution

Partner kudos

- Strong engineering depth and technical credibility
- Willingness to invest in enablement and certifications
- Openness to co-innovation and joint solution development
- Agile, responsive, and easy to work with
- Strong alignment to partner platforms and roadmaps
- Effective joint go-to-market collaboration
- Leadership-level engagement and sponsorship
- Consistent delivery against partner priorities

Partner critics

- Proactive sales and early-stage demand creation need improvement
- Brand visibility and market messaging gaps in some regions
- Commercial models still evolving toward scale and outcomes
- Inconsistent articulation of differentiation at frontline sales level
- Limited breadth of customer reference base
- Partner ecosystem prioritization (where and how much is being invested)

3 Horizons results: Next-gen IT Infrastructure Service Providers, 2026

17 service providers have been evaluated in this report

Note: All service providers are listed alphabetically

HFS Horizons: Takeaways for enterprises (1/2)

	What enterprises get	What enterprises should evaluate
Accenture	A globally scaled, AI-infused infrastructure transformation engine capable of driving enterprise-wide reinvention across cloud, data, security, and operations; strong ecosystem orchestration and C-suite engagement	Clear governance and commercial structure to ensure that transformation does not become overly programmatic or premium-priced without defined value milestones
Birlasoft	Platformized modernization with strong automation assets (Sigma suite), credible VMware exits, TSA-bound transitions, and execution precision	Business-level outcome articulation beyond IT metrics; stronger vertical infrastructure codification and AI-era operating model clarity
Brillio	Strong data–AI–cloud convergence positioning with agile modernization capability and engineering craftsmanship	Infrastructure operational maturity depth (AIOps, reliability engineering); proof of complex, distributed estate modernization at scale
Capgemini	Sovereign-ready, sustainability-integrated global infrastructure operations with strong regulatory alignment and distributed delivery scale. Mature automation and observability frameworks	Sharper articulation of signature differentiators within a very broad portfolio; clearer linkage of AI factory capabilities to business-level outcomes beyond capability positioning
Cognizant	An integrated AI-native operations fabric (CognitiveGrid + AIOps platforms) connecting hybrid cloud, network, and automation into a unified modernization layer; strong persona-led GTM linking infra to CFO/COO agendas	Standardization of outcome measurement (clear KPI model across engagements); simplification of branded platform constructs to improve business clarity
HCLTech	Engineering-led hybrid and multi-cloud modernization with strong AI-augmented delivery and pre-validated architectures; mature automation across infrastructure lifecycle	Elevation of the business-outcome narrative beyond operational excellence; clearer articulation of verticalized infrastructure blueprints and IT–OT convergence value in enterprise terms
Hitachi	Engineering-grade reliability with differentiated IT–OT convergence and advanced agentic operations (HARC model); strong mission-critical run capability	Elevation of the business transformation storyline beyond engineering excellence; validation of commercial flexibility and scale of global transformation examples
IBM	Hybrid cloud credibility anchored in Red Hat, mature AIOps tooling stack (Instana, Turbonomic, Apptio), and regulated-industry trust; strong FinOps integration	Clear packaging of "One IBM" services vs. product delivery; stronger articulation of network modernization and cloud-network convergence as a distinct enterprise value pillar

HFS Horizons: Takeaways for enterprises (2/2)

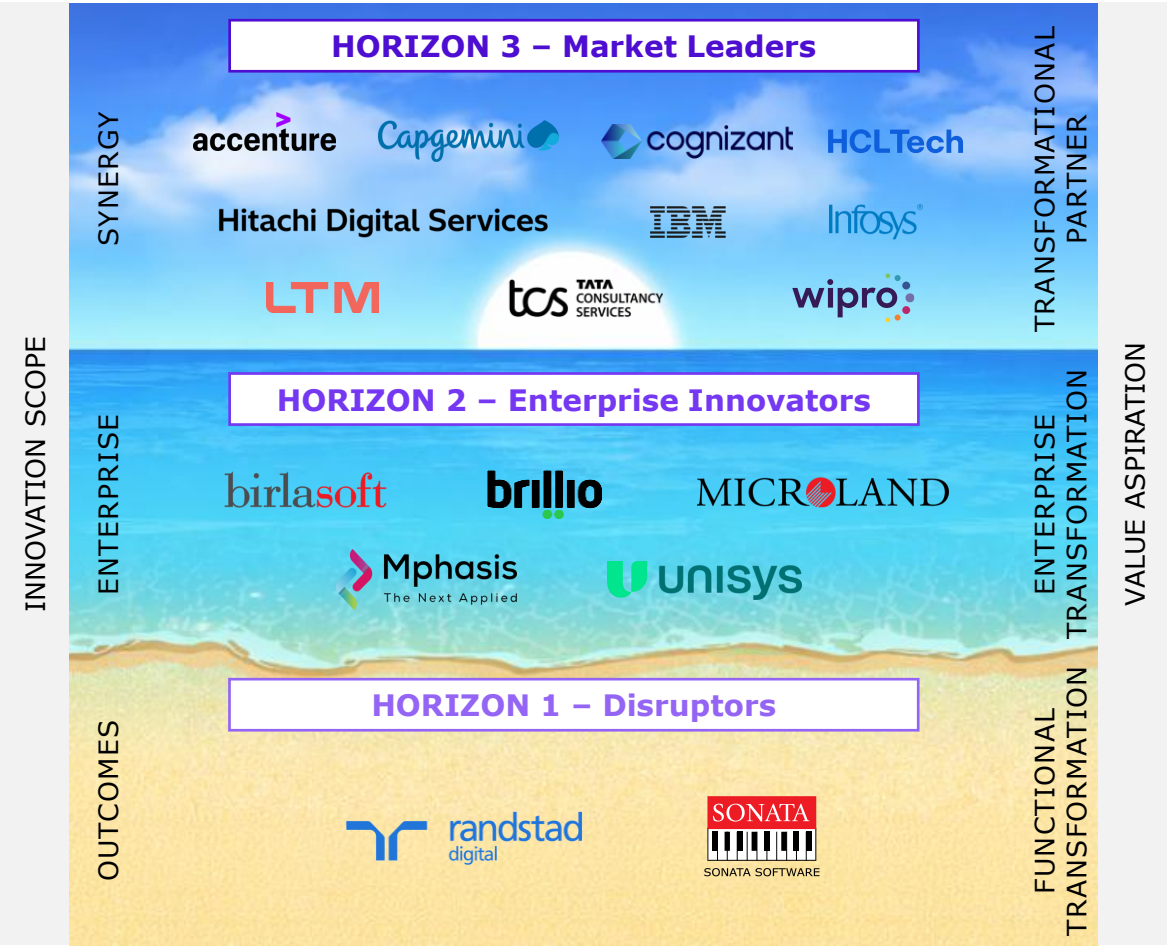
	What enterprises get	What enterprises should evaluate
Infosys	A highly industrialized, AI-first modernization model (Cobalt + Topaz) with strong vertical codification and factory-led transformation at scale; deep automation and platform engineering depth	Simplification of framework density for business stakeholders; clear articulation of differentiation vs. hyperscaler-native services, especially in AI infrastructure and GPU/cloud-native buildouts
LTM	A genuinely AI-native infrastructure stack (BlueVerse, knowledge fabric) with real-world deployments across hybrid, edge, and data-resilient architectures; strong engineering credibility	Translation of deep engineering capability into quantified business value models; packaging vertical strengths into repeatable, sector-specific offerings rather than case-based positioning
Microland	Mature, automation-rich operations model (intelligeni) with strong hybrid cloud, network, and workplace execution discipline	Vertical differentiation and business outcome elevation beyond operational KPIs; broader transformation narrative vs. run excellence focus
Mphasis	Governance-led modernization with a strong transition discipline and structured hybrid cloud execution	Depth of AI-native infra architecture and autonomous operations maturity; evidence of scaled, multi-country, mission-critical transformations
Randstad Digital	Engineering-led delivery pods and strong workplace/service desk modernization capabilities with talent flexibility	A structured AI-for-operations framework and deeper enterprise-grade hybrid modernization experience
Sonata	A clean, structured modernization architecture aligned to cloud-native engineering with select vertical depth	Development of AI-native infrastructure positioning and more evidence of complex, multi-stakeholder transformations
TCS	Scaled, reliable infrastructure modernization with a strong managed services heritage and a growing AI-led automation posture; a deep enterprise client base	Sharpening the next-gen infrastructure narrative beyond operational reliability; clear AI-native operating model articulation vs. established hyperscaler ecosystems
Unisys	Security-infused hybrid operations with robust governance (Cloud Business Office) and proven AIOps-driven resilience metrics	Depth of modernization and cloud-native transformation capability beyond run stability; expansion of vertical packaging outside regulated sectors
Wipro	Broad end-to-end infrastructure services capability with improving AI-led operational ambitions and global delivery reach	Execution consistency across integrated app–infra–data–security engagements; clear integration of modernization investments into a coherent, a differentiated next-gen infra narrative

HFS Horizons: Summary of service providers assessed in this report

Provides (alphabetical order)	HFS point of view
Accenture	Targets reinvention-led cloud and infrastructure transformation at scale, but must sharpen next-gen signature differentiation
Birlasoft	Advances platform-led infrastructure services through reusable IP to drive automation, scalability, and delivery consistency
Brillio	Delivers AI-first infrastructure modernization through data-led engineering and proprietary agentic platforms
Capgemini	Targets next-gen infrastructure through sovereign cloud scale and automation-driven operations across industries
Cognizant	Targets AI-first infrastructure transformation through integrated platforms, automation depth, and global execution
HCLTech	Drives modernization through engineering-led delivery, integrated platforms, and hyperscaler-aligned execution
Hitachi Digital Service	Delivers engineering-led RunOps and agentic AI operations, enabling resilient and mission-critical infrastructure platforms
IBM	Enables governed hybrid-cloud modernization through OpenShift-led consistency, embedded AIOps, and FinOps-driven execution
Infosys	Leads AI-first infrastructure modernization through industrialized platforms and globally scaled, industry-aligned execution

Provides (alphabetical order)	HFS point of view
LTM	Executes AI-native infrastructure modernization through agentic platforms to enable resilient, large-scale enterprise operations
Microland	Delivers AI-first, platform-driven infrastructure operations through measurable AIOps outcomes and engineering discipline
Mphasis	Executes regulated-industry infrastructure modernization through industrialized cloud frameworks and governance-led hybrid operations
Randstad	Executes pragmatic infrastructure modernization through engineering-led delivery and talent scale, driving dependable outcomes
Sonata Software	Operationalizes AI-first infrastructure services through reusable platforms, enabling predictable modernization outcomes
TCS	Delivers large-scale managed cloud and infrastructure operations through industrialized execution and AIOps platforms
Unisys	Enables security-infused infrastructure operations through mature AIOps and governance-led hybrid cloud execution
Wipro	Repositions toward consulting-led, AI-powered infrastructure services through integrated cloud, data, and engineering capabilities

HFS Horizons for next-gen IT infrastructure services



Horizon 3 – Next-gen IT infrastructure native transformation providers demonstrate

- Horizon 2 + ability to drive ecosystem synergy via collaboration across multiple organizations with common objectives around driving completely new sources of value
- Strategy and execution capabilities at scale across complex, hybrid, and multi-cloud environments
- Well-rounded capabilities across all value creation levers: talent, infrastructure engineering, platforms, data, security, and change
- Comprehensive infrastructure ecosystem partnerships (hyperscalers, OEMs, ISVs) with strong PX
- Strong infrastructure-specific IP, accelerators, platforms, and joint ventures
- Driving co-creation with clients and ecosystem partners to enable new operating and commercial models
- Effectively envision outcomes and provide business assurance for large-scale infrastructure transformation
- Referenceable and satisfied clients driving new business models based on long-term infrastructure partnerships

Horizon 2 – End-to-end experience transformation

- Horizon 1 + ability to drive real business outcomes and stakeholder experiences through infrastructure-led transformation
- Support clients on their end-to-end infrastructure modernization and cloud journey
- Global capabilities with strong consulting skills and deep partnerships with all major hyperscalers
- Broad range of infrastructure-specific partnerships and strong PX
- Strong infrastructure and platform-specific IP
- Proven and leading-edge proprietary assets, platforms, and automation frameworks
- Clearly articulated infrastructure operating model aligned to business transformation
- Capability to deliver enterprise-scale transformation programs
- Referenceable and satisfied clients for the ability to drive infrastructure-enabled business transformation

Horizon 1 – Operational transformation providers demonstrate

- Ability to drive functional and cost optimization outcomes with selective infrastructure capabilities
- Strong infrastructure implementation and migration capabilities
- Deep engineering skills across compute, network, storage, cloud, and workplace services, driving speed and efficiency
- Offshore-focused delivery with strong technical execution capabilities
- Focused technology partnerships and strong PX
- Some infrastructure-specific IP and automation assets
- Robust fundamentals of infrastructure and technology transformation
- Technology and capability-led delivery focus
- Referenceable and satisfied clients for the ability to execute infrastructure transformation programs

Note: All service providers within a Horizon are listed alphabetically
Source: HFS Research, 2026

4 Infosys profile: Next-gen IT Infrastructure Service Providers, 2026

Infosys: Leads AI-first infrastructure modernization through industrialized platforms and globally scaled, industry-aligned execution

Strengths	Development opportunities
• **Mature AI-first infrastructure vision anchored in clear platforms:** Infosys links infrastructure modernization directly to enterprise AI agendas through Infosys Topaz, Infosys Cobalt, and full-stack engineering, clearly positioning infrastructure as the execution layer for AI-driven transformation. The combined strengths of Infosys Topaz, Infosys Cobalt, and Infosys Aster create a unified ecosystem that accelerates enterprise modernization, AI adoption, and digital experience enhancements. • **Industrialized, factory-based modernization models:** Infosys uses the Infosys Modernization Suite, including the Cloud Native Development Platform, Cloud Application Modernization Platform, Migration Platform, Database Migration Platform, and Mainframe Modernization Platform, along with the Infosys Migration Platform (IMP), to industrialize modernization through automation, blueprinting, reverse and forward engineering, and code transformation. • **Comprehensive "infrastructure for AI" platform stack:** With its GPU cloud capabilities, distributed inference patterns, and AI governance frameworks, the provider is well positioned to help enterprises modernize their infrastructure to support intensive AI and engineering workloads. • **Structured vertical contextualization via industry clouds and regulatory frameworks:** Industry clouds, compliance architectures, and sector-specific blueprints enable Infosys to anchor infrastructure modernization in regulated and complex industry environments. • **Thought-through view of talent and human–machine operating models:** Infosys articulates AI-augmented teams and governance models, offering a credible operating vision for AI-native engineering beyond tooling alone.	• **Narrative complexity for senior stakeholders:** While Infosys has the breadth of platforms, frameworks, and constructs, tighter messaging can help senior stakeholders grasp core infrastructure differentiators more quickly. • **Sharpening differentiation vs. hyperscalers:** As cloud providers continue to expand up the stack, there is an opportunity to further sharpen the articulation of its unique value in AI infrastructure, GPU-enabled platforms, and distributed AI execution, building on its existing differentiation anchored in Infosys Cobalt, Infosys Topaz, and the Infosys Modernization Suite. • **AI-for-operations narrative can be more explicit:** While AIOps and reliability engineering are present, multi-agent operational workflows and AI-in-the-loop decision models can be articulated more clearly.

Relevant M&A and partnerships	Key clients	Global operations and resources	Flagship internal IP
Acquisitions (2021–2026) • **MRE Consulting:** Infrastructure technology and risk platforms (2025) • **The Missing Link:** Leading Australian cybersecurity firm strengthening infra security, zero trust, SOC modernization, and secure cloud operations (2025) • **in-tech GmbH:** Digital engineering and smart industrial systems advancement (2024) **Partnerships** • AWS, Microsoft Azure, Google Cloud, NVIDIA, ServiceNow, SAP, Oracle, Cisco, HPE, Dell Technologies, Dynatrace, Splunk, Palo Alto Networks, Zscaler	**Number of IT infrastructure services clients:** Not disclosed **Key clients** • Leading technology company focused on industry, infrastructure, mobility, and healthcare. • Multinational telecommunications giant, leading in broadband, video, and mobile services • One of the world's largest commercial vehicle manufacturers • One of the premier suites of a cloud computing service provider	**Headcount supporting IT infrastructure services only:** Not disclosed **Delivery and innovation locations:** • Global delivery across 59 countries • Major hubs in North America, Europe, India, and APAC	• **Infosys Topaz:** AI-first platform enabling autonomous infrastructure and operations • **Infosys Cobalt:** Cloud services platform supporting hybrid, multi-cloud, and sovereign cloud • **AI-led AIOps and Reliability Frameworks:** Predictive operations, resilience, and automation

5 HFS Research authors

HFS Research authors

Ashwin Venkatesan
Executive Research Leader
ashwin.venkatesan@hfsresearch.com

Ashwin is an Executive Research Leader at HFS Research. He has over 18 years of experience in the global business services (GBS) and technology services advisory space and a proven track record as a trusted advisor for C-level executives and services leaders across Fortune 2000 enterprises and service providers.

Before joining HFS, Ashwin was a director at Deloitte's GBS consulting practice, where he spearheaded consulting engagements to help clients set up, scale, and mature their global capability centers and outsourcing portfolios. He was involved in multiple initiatives covering the GBS lifecycle (strategy, design, and implementation/continuous improvement) across tech/digital, ER&D, and business operations.

He also held positions at Everest Group (incubating the Cloud and Infrastructure Services analyst and advisor practice and developing advisory offerings for enterprise IT leaders) and Evalueserve (managing business research teams).

Mayank Madhur
Practice Leader,
mayank.madhur@hfsresearch.com

Mayank Madhur is a Practice Leader at HFS Research, driving deep research and insights into the healthcare and life sciences verticals. He holds the Sustainability and Climate Risk (SCR) certification from GARP and is a certified Project Management Professional (PMP®).

With over a decade of experience in research, strategy, pre-sales, and software development, Mayank blends analytical rigor with execution. His professional journey began as a software engineer in the medical device domain, followed by a pre-sales position at Altimetrik, which gave him a unique perspective spanning technical development and solutioning.

He holds an MBA from BITS Pilani, a PGPM in healthcare management from LIBA, and a bachelor's degree in electrical and electronics engineering. He also completed an executive programme in strategic management from IIM Kashipur and a postgraduate diploma in public health. Reflecting his commitment to continuous learning, he is currently pursuing an MSc in applied mathematics.

Sam Duncan
Practice Leader
sam.duncan@hfsresearch.com

Sam Duncan is a practice leader for HFS Research, based in Cambridge, UK. He graduated from Bournemouth University with a degree in economics. His interest in macroeconomics focuses on how the evolution of technology accelerated globalization. He also studied law, accounting, and investment management.

Since joining HFS, Sam has developed his understanding of blockchain and continues exploring its latest applications across various industries. He applies his economics background to keep up with the latest banking and financial services industry trends, with a particular interest in insurance. He is a regular contributor to the HFS Market Index, a quarterly report that breaks down the performance and key events of the leading service providers throughout the previous quarter.

When he's not keeping up with the latest market developments, Sam enjoys playing for his local rugby club and can often be found sampling the output of local breweries.

About HFS

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