A research report comparing provider strengths, challenges and competitive differentiators.
About this Report

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The research and analysis presented in this report includes research from the ISG Provider Lens™ program, ongoing ISG Research programs, interviews with ISG advisors, briefings with services providers and analysis of publicly available market information from multiple sources. The data collected for this report represents information that was current as of November, 30, 2018. ISG recognizes that many mergers and acquisitions have taken place since that time but those changes are not reflected in this report.

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1  Executive Summary
3   Introduction
11  Business Value & Service Management
15  Service Operation & Delivery
20  Service Design & Transition
23  Service Information Management
26  Methodology
Delivering IT-driven business services is a cornerstone for agility in the digital world. As business units need to improve customer experience day after day to win and retain customers, the number of IT services underpinning business solutions is growing constantly. Most of these services need to come from a variety of outside vendors to meet the requirements companies face in the ever-increasing competitive business environment. More companies understand that running and managing the IT environment today requires an evolution in two directions. First, the operational IT service management activities must evolve from people-driven actions to automated, self-managed and machine-performed executions. And secondly, professional orchestration of the IT supply through a growing number of suppliers is needed to build a robust service ecosystem that can deliver end-to-end business services. IT operations management is evolving into managing a complex environment of service elements and providers that is changing rapidly.

The SIAM/ITSM market is undergoing a fundamental change, moving from very labor-intensive implementations to a highly automated function. Vendors are investing heavily in these automation capabilities and are using available modern technologies to unlock new value in their services. While IT environments have produced management data since they were invented, analytical tools are now used to transform correlated data into information. With this intelligent automation (often referred to as IA), IT can deliver incremental value by integrating the systems of record with the systems of engagement, even in IT itself.
and legacy installations still in use are the driving forces here. This market segment is currently dominated by two vendors — ServiceNow and BMC/Remedy. However, there are some smaller players that offer feature-rich products that have gained a certain market share. A second group of vendors consists of consulting and IT service companies that use the platforms from the first group and enhance the base functionality with specific features based on their industry-specific or other specialized knowledge. These vendors range from global IT services companies to local niche players and offer a large variety of services, including implementation consultancy and managed services. The third group has IT service companies that have over time developed feature-rich, proprietary tool sets normally used only in a managed service environment. Examples of companies representing this group include TechM and HCL. This study looks at all of these product solutions independent from the delivery model and provisioning.

Given the high variances in the clients’ maturity regarding SIAM, the success of vendors in the market depends on their ability to demonstrate extensive knowledge of ITSM, SIAM and governance, risk and compliance (GRC) processes. This knowledge needs to feed an internal reference model used to define a robust, agile and secure SIAM framework that combines people, processes and tools seamlessly. In some cases, the reference model is being supplemented with some of the already established models from the market such as IT4IT™ defined by The Open Group. Proprietary assessment and coaching methodologies, together with high transformation skills and a flexible pricing model, are additional and important success factors in this market.

Even though this market is not extensively large, it is one of the fundamental pillars of every digital transformation strategy. With IT operational budgets still tight, and margins being somewhat skinny, this market is clearly a very attractive area for vendors. Given their strategic position inside client organizations, SIAM/ITSM vendors are playing a key role and are about to get a seat at the internal IT and business decision table. Achieving such a position requires a great deal of trust. This is either being gained through long-term, trusted relationships or through rigid policies set by customers, which force the SIAM provider to be excluded from any other service tower delivery.
Introduction

Service integration and management (SIAM) is a holistic approach used in managing a dynamic, multivendor, multiservice ecosystem. It is an evolution of the well-known IT service management (ITSM) discipline. While ITSM is historically focused on managing individual service performance, SIAM combines such individual services into an end-to-end, business process-oriented approach. While the integration of the various processes and management disciplines draws more attention, enterprises look for solutions that support such efforts. The solutions can be products to support internal teams or external service providers in taking over the disciplines. This study focuses on products that are available in the market and companies that enhance such tools through extensions and add-ons. It incorporates solutions that are being built by service providers, but it only analyzes the functional capabilities of such tools and solutions and not the service delivery capabilities.
Definition (cont.)

ISG's studies are intended to anticipate the investigation efforts and buying decisions of typical enterprise clients. These clients will benefit from a study that examines the functional capabilities while contemplating a significant strategy transformation, making infrastructure purchase-versus-rent decisions, supporting the implementation of agile practices or incorporating automation into their environments. The study is comprised of multiple quadrants covering a spectrum of process automation capabilities that an enterprise client would require. Our research investigates several of the tool capabilities (templatized data structures, automated process policies, integration capabilities and standardized outputs) and the support capabilities that provide consulting and managed services in addition to the tool solutions.

Scope of the Report

The scope of the report covers the functionality of products and portfolio of services provided by vendors in the heterogenous SIAM environment. Due to the broad scope and non-standardized SIAM definitions, this report is based on a sub-set of ISG's own SIAM reference model. A key focus is the available automation capability delivered by vendors to automate the more operational tasks inside SIAM. The more sophisticated areas covering governance, risk and compliance (GRC) issues are excluded from this report and may be covered in another ISG Provider Lens™ study.
The four quadrants of the report focus on the processes in a plan-design-manage approach underlined with an information layer feeding the three operational process clusters. The quadrants covered are:

- **Business Value and Service Management (BVSM)** covers the processes for demand analysis, catalog management, chargeback and customer satisfaction;
- **IT Service Design (ITSD)** incorporates all service design-related processes ranging from capacity availability management to service validation and deployment;
- **IT Service Operation (ITSO)** covers all operational processes for event and problem management, including all reporting and improvement activities;
- **Service Information Management (SIM)** is the underlaying process cluster to gather, store and provide data to the management processes; it includes data homogenization and golden record management inside the configuration management database (CMDB) for supporting asset, configuration and access management.

The key criteria for positioning the different offerings revolve around the following topics:

- Process coverage.
- Level of automation for key process tasks.
- Level of inter-process integration.
- Breadth and depth of supporting services.
- Local presence and customer experience.
## Figure 2 ISG’s Partial SIAM Process Reference Model

<table>
<thead>
<tr>
<th>Business Value Management</th>
<th>Service Design</th>
<th>Service Transition</th>
<th>Service Operation</th>
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<tbody>
<tr>
<td>Business Engagement Management</td>
<td>Design Coordination</td>
<td>Change Management</td>
<td>Event Management</td>
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<td>Availability Management</td>
<td>Change Evaluation</td>
<td>Incident Management</td>
</tr>
<tr>
<td>Request for Service</td>
<td>Capacity Management</td>
<td>Serv. Validation &amp; Testing</td>
<td>Problem Management</td>
</tr>
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<td>Release &amp; Deployment Mgt</td>
<td>Standard Request Fulfillment</td>
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<td>Asset Management</td>
<td>Identity &amp; Access Management</td>
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<td>Customer Satisfaction Management</td>
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<td>Configuration Management</td>
<td>Facilities Management</td>
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</tbody>
</table>

### Strategy
- Strategy Management
- Service Portfolio Management
- Enterprise Architecture Management
- Workforce Management

### Technology Business Management
- Demand Forecasting
- Benchmarking Management
- Cost Modelling
- Financial Analysis
- Financial Planning (IBF)
- Consumption Management

### Performance Management
- Reporting
- Service Level Management
- Continual Improvement

### Information Management
- Knowledge Management
- Data Management

### Sourcing Management
- Sourcing Lifecycle Mgt.
- Product Management
Introduction

Provider Classifications

The ISG Provider Lens™ quadrants were created using an evaluation matrix containing four segments, where the providers are positioned accordingly.

**Leader**

The “leaders” among the vendors/providers have a highly attractive product and service offering and a very strong market and competitive position; they fulfill all requirements for successful market cultivation. They can be regarded as opinion leaders, providing strategic impulses to the market. They also ensure innovative strength and stability.

**Product Challenger**

The “product challengers” offer a product and service portfolio that provides an above-average coverage of corporate requirements, but are not able to provide the same resources and strengths as the leaders regarding the individual market cultivation categories. Often, this is due to the respective vendor’s size or their weak footprint within the respective target segment.

**Market Challenger**

“Market challengers” are also very competitive, but there is still significant portfolio potential and they clearly lag behind the “leaders”. Often, the market challengers are established vendors that are somewhat slow to address new trends, due to their size and company structure, and have therefore still some potential to optimize their portfolio and increase their attractiveness.

**Contender**

“Contenders” are still lacking mature products and services or sufficient depth and breadth of their offering, while also showing some strengths and improvement potentials in their market cultivation efforts. These vendors are often generalists or niche players.
Rising Stars are mostly product challengers with high future potential. When receiving the “Rising Star” award, such companies have a promising portfolio, including the required roadmap and an adequate focus on key market trends and customer requirements. Also, the “Rising Star” has an excellent management and understanding of the local market. This award is only given to vendors or service providers that have made extreme progress towards their goals within the last 12 months and are on a good way to reach the leader quadrant within the next 12-24 months, due to their above-average impact and innovative strength.

Not In

This service provider or vendor was not included in this quadrant as ISG could not obtain enough information to position them. This omission does not imply that the service provider or vendor does not provide this service.
# SIAM/ITSM - Quadrant Provider Listing 1 of 1

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<tr>
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SIAM/ITSM Quadrants
Definition

This scope of this quadrant covers the outbound and forward-looking processes of ITSM as well as the more managerial issues. Understanding the client’s demand, along with generating and managing the service portfolio, is the heart of this quadrant. Financial management processes and customer satisfaction are included because they require direct client access and feedback as well.

The process set is grouped into four process clusters:

- Managing the client’s service demand through demand forecasting, financial and consumption management, financial planning and chargeback and showback activities;
- Managing the service portfolio and the related service catalog;
- Dealing with “regular” service requests and managing non-standard requests;
- Full management of the complete customer satisfaction process.

Source: ISG Research 2019
One focus of this quadrant is the use of social media to enhance the level of communication between IT staff and their clients. The SIAM process that manages customer satisfaction will use information from social media channels to automatically come up with information about the status.

Turning data into information with the use of AI and big data will support the financial analysis and chargeback process.

Seamless integration of the various processes will lead to service portfolio management that is much more customer oriented by placing the client in the center of the activities.

**MAIN RATING CRITERIA**

- Functional breadth of product offering;
- Product strategy considering the use of modern technologies to reduce manual and human intervention;
- Adoption of social media and technologies such as artificial intelligence (AI) and machine learning (ML);
- Customer experience when dealing with the company;
- Use of templates and pre-defined routines, reusable use cases and other assets while installing the solution;
- Support capabilities in the U.S.
Ever since IT divisions have been formed, organizations have been struggling with processes on managing a customer-oriented, demand-driven IT portfolio. This isn't the problem of those IT organizations rather than different languages between business units and IT. Business Value and Service Management (BVSM) offers tools that are highly mature, offering a great deal of functionality, automation and templated data structures. The leader group in this quadrant is relatively small mainly due to the limited local support offered.

IT service providers offer the most functional and feature-rich solutions as part of their offering. This is mainly because these companies are forced to communicate with business units from the very beginning. To maintain their margins while selling and delivering services, the companies are highly focused on efficiency. In the absence of adequate tools in the early days, they had started developing their own solutions.

There haven't been any dramatic differences when it came to product performance. Modern technologies such as artificial intelligence (AI) and machine learning (ML) are being used to start automating demand. Natural language processing (NLP) is already being used to communicate with business users.

We see strong growth potential in this market as the more outbound processes (from IT to business/user) become more important in the customer-centric IT world. Customers look more towards intensifying and automating demand management and IT service portfolio management to build a robust, forward-looking service catalog that bridges the gap between demand and supply, especially in a multi-vendor environment.

The companies that are not mentioned in this study but also play a role in this quadrant are DigitalFuel, IBM, Ivanti and Microfocus.

- **BMC** is named a leader in this quadrant due to its broad coverage. The functionality offered through its TrueSight and Helix product suites is based on the company's decade-long experience. BMC's products are well established in the market, have high functionality in automation and integration and supported through an extensive partner network, making them best suited for experienced customers.
Capgemini, with its focus on communicating the value of IT services to business leaders, helps clients to close the communication gap between IT delivery and IT consumers in the business units. Capgemini's Enterprise iPaaS (integration platform as a service) is being used to combine various data sources to enable the required value communication.

HCL has realized very early that SIAM is not only a reference model but a strategic initiative to manage demand-driven IT delivery. With the formation of a dedicated SIAM division and delivery of catalogue aggregation, the company has been propelled to a leading position in the BVSM quadrant. The extensive use of modern technologies is a clear indication that the company follows a robust strategy.

ServiceNow combines case management with IT management capabilities and modern technologies to help users communicate and manage the business value of IT delivery. The automation and integration capabilities of some of the core BVSM processes make the company a leader in this quadrant.

4me is named a Rising Star as it provides a crucial feature for BVSM processes — combining value information from several sources to formulate a consistent value message across service elements. This enables clients to perform multi-cloud orchestration and multivendor management even outside the classical IT environment.
Definition

This quadrant addresses the areas of IT service operations and the delivery to the end client.

Service operations is the area of processes that are needed to deliver defined IT services to the end client in a robust manner. The processes focus on three process clusters:

- Event and incident management to automatically identify areas in the environment that need to be managed;
- Problem management, including user helpdesk, to manage the process of finding and fixing problems and communicating with the client;
- Post-event area that includes reporting, service level agreement (SLA) management to ensure quality of the service delivered and to continuously improve that quality.
Facility management is also a part of this process group. Besides the more “classical” automation of process functions, this area of the solution market is currently undergoing a fundamental change due to the enhanced technical capabilities available. Big data and analytics paired with AI and cognitive computing especially offer a wide range of enhanced functionalities that allow for much higher automation. IoT and smart metering plus intelligent sensors in products enable customers to establish programs that will lead to personalized and continuously available services.

ISG’s clients that are currently looking for products and solutions in this market or are already active in that space will double their investments on an average for new technologies like RPA, autonemics, virtual customer agents, NLP and ML.

In this market segment, we see companies:

- That build the tools and provide the solution either through a classical on-premises installation or via SaaS delivery models;
- That build the tools and provide the solution in a pure-play SaaS environment;
- That use existing solutions and provide the implementation services dedicated to this solution;
- That use existing solutions, develop specific extensions and provide implementation services for a variety of solutions.
**Observations**

This quadrant is the most mature in the study because the operational activities and tasks to deliver IT to its users have the longest history in IT. Software products have been developed ever since the first standardized IT management protocols were defined in 1988. The Leader quadrant in this SIAM/ITSM discipline is dominated by two pure-play product vendors, and one has its roots in the early days. Today, several IT service providers use one or both product suites to build or supplement their own offerings.

Most of the tasks in the processes that form this discipline can be automated using modern technologies that are widely used today. The use of AI, ML or cognitive computing is quite common across all vendors in this study. ISG anticipates an increase in customer needs, so vendors in the market should continue to deliver automation and integration to keep their leading positions. Strong partner networks, especially in technology development, will be a cornerstone for success in the future. Management app stores as part of management solutions will soon become the norm.

U.S. clients benefit from a strong local presence of the various providers as the region is naturally a key market for them. In the recent past, vendors brought more resources than expected, and leaders in the quadrant now have considerable support resources for the clients. With strong innovation plans and ambitious strategies, we expect a high number of interesting management capabilities and use cases. The other vendors in this space to look for are: Atlassian with Opsgenie and Jira Service Desk, IBM with IBM ITSM, Microfocus with its ITOM platform and SolarWinds’ IT Operations Manager.

- **BMC**, as a pioneer in the IT operations field, earns its leadership position with the two robust product offerings called TrueSight and Helix. By applying AI with patented analytics, the solution can distinguish between normal and abnormal behavior of IT infrastructures. Simplifying the use of the product and the ability to tailor it with no-code development against specific needs make BMC a leader in the quadrant.

- **Capgemini** has used its long-lasting experience in delivering IT services to build a robust solution based on a ServiceNow platform. With the SIAM 2.0 eco-system, Capgemini is focusing on stronger automation for activities in operational and strategic vendor-management processes to ensure high-quality service delivery.
**SOCIAL ENTERPRISE NET**

**WORKING SUITES**

**Observations (cont.)**

- **Cognizant** gained its leadership position because of its feature-rich ENGagE service management framework that integrates with other solutions developed by the India-based IT service provider. Fully self-developed, the conglomerate of solutions delivers a future-oriented management suite that ensures optimal service delivery quality.

- **HCL,** with its DRYICE™ XaaS Service Management (DRYICE™ XSM), has developed a feature-rich tool set for service operations to provide service aggregation, service orchestration and service lifecycle management capabilities. With the SIAM practice being part of HCL’s Automation & A.I. division, the company demonstrates that these modern technologies are critical for successful service operations in the future.

- **ServiceNow** is one of the most used and modern management solutions today. Its robust platform with compelling case management capabilities is centered around a single database and delivers strong capabilities in the core operations processes — event and incident management. A strong development partner network makes ServiceNow a leader in the quadrant, ensuring further innovations.

- **Cherwell** has been named a Rising Star in this quadrant due to its success in the market in the recent years. Cherwell’s products are feature-rich, easy-to-use and transparently priced, making them well accepted by the user community. While maintaining this pace, Cherwell has the potential to become a leader in the next study.

- **Mindtree** is a well-kept secret in the SIAM/ITSM market, offering a highly automated management solution. Based on its extensive usage of BOT service management, the MWATCH™ platform offers an extensive agent environment to monitor and manage all kinds of assets, even beyond IT. By gaining more market attention, Mindtree can enter the Leader quadrant in future studies.
RISING STAR: MINDTREE

Overview

Founded in 1999, Mindtree has its headquartered in Bengaluru, India, and its international operational headquarters in Warren, NJ. Today, the company has about 20,000 employees serving more than 330 clients in 43 countries. Mindtree's MWatch™ solution is part of managed service offering to help the company's customers gain deeper insights and end-to-end perspectives across their infrastructure and applications. Using a highly sophisticated architecture more than 400 BOTs are currently active in the system to automatically act and react on events. With auto discovery, auto remediation and automation of tasks and standard activities, Mindtree can minimize human intervention. Its flexible enables seamless integration with existing tools of customers. In this way Mindtree helps clients to protect their IT investments and avoid organizational change management issues.

The system is ready to manage cloud services and infrastructure from Amazon (AWS) and Microsoft (Azure) using native APIs of CloudWatch and Azure Monitor.

The high dedication to SIAM/ITSM paired with strong investments and a future-enabled architecture make Mindtree a Rising Star in this quadrant.

Strengths

Highly automated through extensive use of BOTs: More than 400 BOTs ranging from auto discovery, event correlation, incident remediation, self-healing to event and log processing BOTs drastically reduce manual intervention.

Open and flexible: Two flexible and adaptive integration interfaces allow the integration of established ITSM solutions to enable MWatch™ to act as the service orchestrator. MWatch™ offers an extensive agent environment to monitor and manage all kinds of assets, even beyond IT and into IoT.

Functional extension with established solutions: Mindtree supplements the capabilities of MWatch™ through an operational offering built on established ITSM platforms (ServiceNow, RemedyForce, and more), thus providing a solution with sophisticated end-to-end automation and orchestration capabilities.

Cost saving for customers: Efficiency increases through automation. The use of native APIs to monitor and manage Azure and AWS helps in saving license fees while delivering advanced monitoring and management capabilities.

Caution

MWATCH™ is not available as a product. It only comes as part of a managed service. To avoid users from switching systems, Mindtree may investigate more SIAM capabilities to be built into the solution.
Definition

This quadrant addresses the areas of IT service design (SD) and transition into operations.

While service design mainly addresses the planning topics such as required service availability and capacity, service continuity and security issues, the transition part looks at three key areas:

- The transition of a service from planning into operation with change and change evaluation management;
- The validation of changes and services;
- The necessary processes to deploy a change or service and the management of the various release levels.
In this market segment, we see companies that:

- Build the tools and provide the solution either through a classical on-premises installation or through SaaS delivery models;
- Build the tools and provide the solution as a pure-play SaaS environment;
- Use existing tools and provide the implementation services dedicated to this solution;
- Use existing solutions, develop specific extensions and provide implementation services for a variety of solutions.

New technologies will support clients when dealing with the “go-live” activities of new or updated services. ML and AI will help clients in the future to better understand the implications of changes to avoid any drawbacks on existing services.
Observations

The SD process was mainly a project-oriented set of activities in the past. It has recently become more industrialized, and we currently see high variances in the solutions offered. The leaders in this quadrant are IT service providers because these companies, due to efficiency reasons as well as the need to serve multiple clients in parallel, began years ago to develop software tools to help automate such processes. It has also been observed that process integration especially is strong across the solutions. Such an integration is a cornerstone for success. In the absence of it, the connection between the service demand gathering and a demand-oriented service delivery cannot be closed.

A key differentiator between all vendors in this quadrant is the ability to serve their clients. Implementing, running and keeping these processes up-to-date requires considerable local resources which in some cases are not yet available.

Our research indicates that this is a growth area for vendors as customers are not yet picking on the full functionality that is already offered. However, with digital transformation minimizing the time allowed for designing new IT services and transitioning them into production, the new vendors do not only need the delivery resources locally; trained sales personnel who are able to understand customers’ issues and speak the client’s language is as important.

**Capgemini** offers a solution that lays the foundation for any digital transformation that a client wants to achieve. As a leader, the company delivers highly integrated service design processes that are already used by a variety of customers, enabling the next generation of the company’s offering — SIAM 2.0.

**DXC Technology** is building its solution, leveraging on its long-lasting experience as a service provider. Being a leader in this quadrant, the company’s strategic alliances with several best-in-class product vendors allow for delivering solutions to nearly all types of clients.

**HCL** delivers based on a clear and structured strategy. The DRYICE™ portfolio delivers today, while the dedicated solution team enables clients for HCL’s vision of NextGen SIAM, making HCL a leader in this quadrant.

**Mphasis** is named a rising star because of its feature-rich solution that is based on a strictly open architecture. The app store approach allows Mphasis, its customer base and partners to enhance the InfraGenie™ platform even further, carrying the potential to become a leader soon.
Definition

Implementations and operations of IT services are only as good as the information base on which all process automation is being built. In this quadrant, we focus on the information management framework.

The key is building and maintaining the configuration management database (CMDB), as it forms the heart of the information framework. While building the database requires the use of technologies to support the IT personnel through intelligent auto discovery, maintaining the database historically was the bigger issue. After a CMDB has been designed, built and populated, it already became outdated when it went live. Social media, NLP and AI paired with ML and enhanced sensor capabilities will be used in the future to keep such databases mostly automatically in a current state.

Consequently, tools that support processes such as asset management and identity and access management are part of this information management quadrant. As most of this data are already attached to objects in the CMDB, intelligent grouping and

Source: ISG Research 2019

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Definition (Cont.)

data extraction will provide functionalities to support these activities. Finally, knowledge and data management are using the underlying information to draw conclusions, feed operational processes and to maintain and increase the quality of data.

While these areas of the operations framework were largely neglected in the past because they do not deliver any monetary benefits, they become increasingly important for the new, data-driven process framework. IT clients have burned their fingers in the past as they lacked the required cooperation from the IT user side, and IT wasn’t able to keep the data up-to-date on its own. The use of new technologies such as AI will help to execute such processes in a much more qualitative way.

In this quadrant, we will mainly focus on vendors that build applications for process automation on top of the CMDB and support clients when implementing such tools based on a robust process design.

Observations

Service information management (SIM) delivers the data integration platform for all auto-discovery, configuration and knowledge management functions as well as the integrated data basis for identity and access management and control. Due to the sheer amount of data required to execute these activities, it isn’t a surprise that modern technologies such as big data and analytics, paired with AI, ML and cognitive computing, are already widely used by vendors in this quadrant. While data processing is supplemented by modern technologies, the tools to deal with all kinds of data, structured and unstructured, as well as a variety of different data sources, are already widely available. While pure-play product vendors show a very competitive position, they are lagging on “out-of-the-box” functionality. The quadrant is led by vendors that utilize a combination of “best-of-breed” products and build extensions based on specific industry needs.
BMC is named a leader due to its long-lasting experience in system management issues. The TrueSight and Helix offering works across different infrastructures and delivers an integrated information platform for all supported SIAM/ITSM processes. With the recently enhanced usability of the solutions, the offering is fit for the future.

Capgemini is proving its leadership position with strong references and a robust data integration model based on the Enterprise iPaaS (integration platform as a service). The highly templatized offering allows for quick turnaround times.

DXC combines its own Bionix platform with market-leading management solutions. Standard API architectures will help to automate the interfaces needed to integrate the information to be used in adjacent SIAM/ITSM processes. As a leader in this quadrant, DXC delivers tailored solutions addressing the various issues that clients are facing.

HCL’s compelling SIM vision makes the company a leader in this quadrant. Being a part of the Automation & A.I. division called DRYiCE™ within HCL, the SIAM practice can relegate to a long and stable reference list — a main criterion for becoming a leader.

ServiceNow’s capability of integrating data for end-to-end information management puts the company in the leader quadrant. The solution’s ML capabilities enable users to quickly automate processes, and the extensive partner network ensures broad functionality and future developments.
Methodology
The ISG Provider Lens™ 2019 – SIAM/ITSM research study analyses the relevant software vendors and service providers in the U.S. market, based on a multi-phased research and analysis process, and positions these providers based on the ISG Research methodology.

The study was divided into the following steps:

1. Definition of SIAM/ITSM market
2. Use of questionnaire-based surveys of service providers/vendor across all trend topics
3. Interactive discussions with service providers/vendors on capabilities & use cases
4. Leverage ISG’s internal databases & advisor knowledge & experience (wherever applicable)
5. Detailed analysis & evaluation of services & service documentation based on the facts & figures received from providers & other sources.
6. Use of the following key evaluation criteria:
   - Strategy & vision
   - Innovation
   - Brand awareness and presence in the market
   - Sales and partner landscape
   - Breadth and depth of portfolio of services offered
   - Technology advancements
Lutz Peichert, Author
Executive Advisor, ISG Research

With more than 40 years of IT industry experience, Mr. Peichert has profound knowledge, in particular, in areas such as outsourcing, IT operations, organizational design and IT/Business alignment. In his ISG role as an independent consultant, he supports customers to help them make strategic and tactical decisions and set up and optimize organizations and processes to enable them to leverage IT and service solutions.

Lutz joined ISG in 2017 when ISG acquired Experton Group. From 2014 on Lutz served as a COO at Experton Group responsible for all research and consulting activities. Until mid-2014 Lutz worked as Vice President and Principal Analyst for Forrester Research, where he was responsible for the “Sourcing and Vendor Management” practice and also published Forrester’s “SVM Practice Playbook”. Prior to that he worked 10 years for META Group as a Principal Director within the CIO Consulting Division.

Lutz is an experienced speaker on national and international conferences, such as the National Dutch Outsourcing Conference, the German Computerwoche Forum, the Slovak CIO Conference and other events.

Lutz started his career in the late 1970ies as a system manager at the German Navy. He has a vocational diploma and has completed training as radio and TV technician.
Jan Erik Aase is a director and principal analyst for ISG. He has more than 35 years of collective experience as an enterprise client, a services provider, an ISG advisor and analyst. Jan Erik has overall accountability for the ISG Provider Lens™ reports, including both the buyer-centric archetype reports and the worldwide quadrant reports focused on provider strengths and portfolio attractiveness. He sets the research agenda and ensures the quality and consistency of the Provider Lens™ team.
ISG (Information Services Group) (NASDAQ: III) is a leading global technology research and advisory firm. A trusted business partner to more than 700 clients, including 75 of the top 100 enterprises in the world, ISG is committed to helping corporations, public sector organizations, and service and technology providers achieve operational excellence and faster growth. The firm specializes in digital transformation services, including automation, cloud and data analytics; sourcing advisory; managed governance and risk services; network carrier services; technology strategy and operations design; change management; market intelligence and technology research and analysis. Founded in 2006, and based in Stamford, Conn., ISG employs more than 1,300 professionals operating in more than 20 countries—a global team known for its innovative thinking, market influence, deep industry and technology expertise, and world-class research and analytical capabilities based on the industry’s most comprehensive marketplace data.