

Magic Quadrant for Managed Workplace Services, Europe

Published 24 February 2021 - ID G00467448 - 68 min read

By Alexandra Chavez, David Groombridge, [and 3 more](#)

A year of upheaval in the working patterns of users has accelerated the need for transformational managed workplace services. Gartner profiles 19 leading providers in Europe to enable sourcing, procurement and vendor management leaders to select the right partner in this changing market.

Market Definition/Description

This document was republished on 4 March 2021. The document you are viewing is the corrected version. For more information, see the [Corrections](#) page on gartner.com.

Gartner defines managed workplace services (MWS) as a subset of the IT outsourcing (ITO) market. MWS includes traditional end-user outsourcing (EUO) as well as new digital workplace services to provide cloud-first, automated and integrated support to end users. MWS is centered on delivering a digital workplace experience to end users so that organizations can leverage their digital dexterity in the development of new digital business services. The goal is to boost employee engagement and agility through a more consumerized work environment, while optimizing costs. Gartner's view of the market is focused on transformational technologies or approaches delivering on the future needs of end users. It is not focused on the market as it is today.

EUO services include:

- Service desk/help desk services
- PC provisioning and support services, for both physical and virtual devices
- Mobile device support

MWS provides traditional EUO and a wide array of digital workplace capabilities to end users. The main goal of MWS is to provide integrated and ubiquitous workplace services to employees to increase their engagement, productivity and digital dexterity to support the organization's digital business strategy.

MWS includes the following services:

- **Bring your own device or software (BYOx)** – This is the ability to support personally owned devices and applications through a tiered service model.
- **Desktop virtualization** – This comes in many shapes and forms, from dedicated virtual desktop infrastructure (VDI) and application virtualization solutions to full-blown desktop as a service (DaaS) offerings that increasingly adhere to utility and elastic consumption models.
- **End-user support for cloud-based apps** – SaaS is now a major delivery model for many applications, and most service providers have developed capabilities to provide end-user support for mainstream cloud applications. These services assist users with applications, such as collaboration tools like Microsoft Office 365 and Google Workspace; enterprise file synchronization and sharing (EFSS); or business applications, like Salesforce or Workday.
- **Intelligent automation services** – These are implemented through bots and machine learning applications that automate the most common user requests and issues.
- **Knowledge management through real-time analytics** – This is a critical component of the digital workplace strategy because it can stimulate self-service or allow proactive support interventions. Service providers can implement new knowledge management tools that are based on real-time analytics instead of a passive database. These tools are normally integrated to the self-service portal and leverage the context element of the knowledge management process.
- **Multichannel on-demand support** – This enables users not only to contact support through multiple channels (such as email and chat), but also to receive effective support through the same channel.
- **Peer-to-peer support** – Service providers can implement tools to enable end users to provide self-support through social media collaboration. Some providers' automation "robots" have the ability to publish a known solution in a social media string of conversation related to a potential problem it solved.
- **Persona-based support** – Each persona type has distinct support needs. For example, a financial analyst persona might need constant access to different datasets and have a strong self-service profile, while a mobile sales executive persona needs ubiquitous access to calendar and customer information.
- **Self-service** – This is delivered through a centralized portal where users can go to have access to services that include, but are not limited to, automated scripts, a knowledge management portal, known issues, how-to videos and peer support.
- **Smart workplaces** – This involves the use of Internet of Things (IoT) devices to create workplaces that respond to their usage, through automatic control of heating, lighting, air

conditioning and other capabilities. In addition, providers increasingly need to support new types of endpoints, such as wearable devices and IoT endpoints in the workplace.

- **Unified communications as a service (UCaaS)** – This includes teleconferencing, voice over Internet Protocol (VoIP), and web- and videoconferencing.
- **Virtual personal assistants** – A new generation of virtual assistants with machine learning and natural language processing capabilities can go beyond answering simple questions, and can engage in an active dialogue and make recommendations.
- **Virtual and augmented reality** – The use of “heads-up” devices based on virtual reality (VR) or augmented reality (AR) provides support to task workers. It can allow task-based workers to access data without impacting their manual work, and support the provision of remote assistance from a central expert to a nonskilled field worker.
- **Walk-up support** – Following the Apple Genius Bar model, many service providers can implement walk-up locations staffed with agents with both technical and interpersonal skills, so end users can turn in their devices – laptops, tablets or smartphones – to get service. These walk-up locations can usually address how-to questions and offer troubleshooting and break/fix services through scheduled appointments or ad hoc requests. These may be supported by the use of connected lockers to drop off or pick up replacement devices.

Magic Quadrant

Figure 1: Magic Quadrant for Managed Workplace Services, Europe





Source: Gartner (February 2021)

Vendor Strengths and Cautions

Atos

Atos is a Leader in this Magic Quadrant. With headquarters in France, Atos has MWS operations serving Northern and Central Europe, and a particular focus on the financial services, healthcare, manufacturing, utilities and public sectors. Gartner estimates that Atos' annual revenue for European MWS was \$1.2 billion (up 4%), from roughly 540 clients, of which about 90% are large enterprises. Gartner estimates that Atos supports more than 2 million European service desk users and 1.8 million users of its device support services.

Strengths

- **Strong vision of improved user experience:** Atos focuses on the user experience, with a commitment to delivering business outcomes, technical innovation and strong commercial terms. It utilizes an industry-based go-to-market approach with digital workplace owners in each of its industry centers of excellence (COEs). Atos is incorporating transformation into all

of its MWS deals and has embedded a consultative approach into its sales strategy, using design thinking and co-creation to help its clients shape their MWS strategy.

- **Strong automation track record:** Atos' automation is showing positive effects on the service desk, with just 57% of contacts now being handled manually (compared to an average of 64% across providers in this research). This allowed it to decrease its number of service desk staff by 5.4%, as the number of users supported grew by over 8%, creating cost benefits for clients. Atos is moving to an agile/DevOps delivery model, employing "swarm"-based execution to optimize delivery and embedding user experience executives in every deal.
- **Contractual commitments to social responsibility:** Atos will commit to binding decarbonization-level agreements (DLAs), delivered through device optimization, reduced deskside visits and increased use of cloud efficiency. Atos also promotes digital inclusion to enable user accessibility through capabilities such as speech recognition, synthetic speech and subtitles, and thought leadership on diversity and inclusion at an international level.

Cautions

- **Midsize enterprises (MSEs) are not a priority:** Atos' digital product suite is broad, but penetration into existing accounts appears patchy and some services are yet to be fully industrialized. Atos is not a good fit for MSEs, with just 10% of its clients being under \$1 billion in revenue.
- **Not a good fit for cost-efficiency-driven deals:** Atos' transformational strategy is a good fit for organizations aiming for digital workplace transformation. However, it will be more of a challenge for clients seeking a traditional cost-led deal, who are not prepared to undertake the user-productivity-focused workplace transformation promoted by Atos.
- **High automation requires a cultural shift:** Atos is aggressively replacing labor with automation in the service desk, and has achieved up to 80% automation and self-service in leading clients. This may create significant changes in a short period of time. Clients must evaluate their change risk appetite and leverage cultural change management techniques to drive higher user adoption of the new service models.

Capgemini

Capgemini is a Leader in this Magic Quadrant. With headquarters in Paris, France, Capgemini has MWS operations serving France, the U.K., Belgium, the Netherlands and Luxembourg (Benelux). It has a particular focus on the financial services, manufacturing, life science, retail, public and utility sectors. Gartner estimates that Capgemini's annual revenue for European MWS was \$570 million (up 13%), from roughly 500 clients, of which about 70% are large enterprises. Gartner estimates that Capgemini supports 1.3 million European service desk users and 1 million users of its support services.

Strengths

- **Strong focus on the employee experience:** Capgemini's MWS vision is to increase employee engagement through a focus on employee experience (EX). Its Connected Experience Framework monitors the EX via AI-powered analytics and user surveys, and publishes this as an EX Index dashboard. It uses this data to drive ongoing EX improvements via gamification.
- **Investments in digital workplace:** Capgemini invested over \$10 million this year in digital MWS, creating its Digital Operations Platform (DOP) to provide an integrated MWS management platform. It also developed its IntelliMap offering to identify processes suitable for automation or chatbots, and it uses a "zero-touch KPI" to measure the percentage of issues resolved without human involvement. It uses its innovation lab in Poland to deliver innovation, continuous improvements and digital redesign for key deals.
- **Contractual service flexibility:** Capgemini is increasingly focusing on service flexibility through its "digital service integration" offering, which allows rapid changes to existing statements of work (SOWs). Capgemini's clients often cite its commercial flexibility as a key strength.

Cautions

- **Transformational focus may not suit all clients:** Capgemini's focus on transformational outcomes may not suit clients looking solely for a cost-focused provider to take on pure run operations. Its focus on the value of integrated MWS offerings might restrict clients looking for a multisourced service.
- **MWS portfolio is still maturing:** Capgemini's recently developed MWS platform still needs time to mature. It is in its early days in contracting for experience-level agreements (XLAs) and business outcomes, and it has yet to demonstrate the value of its gamified approach to increasing user adoption. Clients should test these capabilities carefully before making a deal.
- **Limited scale and geographic coverage:** Despite growth in the year, Capgemini's MWS revenue is only just above the average for this Magic Quadrant. With over 85% of its field engineers located in just five European countries, it uses third-party field services extensively, which may restrict its ability to deliver service consistency.

Claranet

Claranet is a Niche Player in this Magic Quadrant. Headquartered in London, Claranet has MWS operations serving core markets in Portugal, the Netherlands and France. Claranet has an estimated \$65 million in annual MWS revenue for Europe (up 7%), and focuses primarily on the financial services, public sector, healthcare and industrial verticals. It has roughly 1,100 clients in Europe, providing service desk capabilities to more than 310,000 service desk users and device support for 51,000 end users.

Strengths

- **Services portfolio expansion:** Claranet has a strategy of enhancing the productivity of its customers and users by increasing the breadth of both professional and managed services in

its MWS offerings. Its portfolio now provides hybrid workplace, deskside support and global service desk offerings to midsize clients in multiple verticals.

- **Strong collaboration services:** Claranet has focused on providing adoption services for Microsoft Office 365 (O365), including a certified change management team and adoption specialists. It has accelerated its delivery model to make a Microsoft Teams solution available in 12 hours to clients, coupled with focused adoption services for three weeks. It uses a voice of the employee (VoE) tool to gather user feedback, combined with a standardized offering for service governance.
- **Maturing focus on experience-centric strategy:** Claranet has made important investments in automation, analytics and field services to deliver growth through a strategy focused on improved UX. In the future, Claranet expects to extend its digital workplace offering to allow greater user customization, implementation of AI, enablement of hybrid workspaces and rapid facilitation of digital change.

Cautions

- **Lacks digital workplace transformation expertise:** Claranet sees enhanced user collaboration and provision of unmanned support as innovations for the future. This puts it behind its competitors and shows an MWS portfolio that is more traditional and less transformative. Its service desk lacks innovative tools and processes compared with competitors. More than 90% of contacts are resolved manually.
- **Need for standardization during growth:** Claranet has grown through a substantial number of business acquisitions over the last five years. Clients must assess whether the services they will get will come from fully integrated operations. Lack of standardization in its sales process may lead to inconsistent client experiences between countries.
- **Regional limitations:** Although it promotes global support capabilities that “feel local,” Claranet has a very small size in the MWS market and limited regional presence. Clients should be careful to align their geographical priorities with Claranet’s delivery capabilities.

Cognizant

Cognizant is a Visionary in this Magic Quadrant. Headquartered in New Jersey, U.S., Cognizant has MWS operations serving clients with a particular focus on the financial services, manufacturing, insurance and healthcare sectors. Cognizant delivers MWS to an estimated 90 clients in Europe, with an annual MWS revenue in Europe of about \$240 million (up 11.5%). Cognizant supports approximately 1.1 million service desk users and roughly 550,000 end-user devices.

Strengths

- **Investments in remote services and workplace transformation:** Cognizant has a comprehensive digital MWS portfolio, under its WorkNEXT brand of offerings. Its Digital Experience Platform (DEP), WorkNEXT DigiHub, provides a single portal for users covering IT

and non-IT services, with experience personalized by the user's persona. Users can monitor and self-heal issues, utilize automated self-service procurement and access Cognizant's artificial intelligence (AI)-based virtual assistant for real-time support.

- **Strong focus on employee experience:** Cognizant envisions augmenting the employee experience through intelligent automation, "human-led" design principles and personalization. It has made multiple acquisitions to support this objective, including New Signature to provide a consultancy-led COE on Microsoft offerings, and Collaborative Solutions, which delivers cloud consulting to drive user and HR outcomes.
- **Investment in agile sales:** Cognizant has been investing in changing its sales and delivery structures to respond to a strong rise in consulting-led co-creation deals for MWS in Europe, as well as introducing a co-creation platform. Cognizant has increased its focus on user adoption of new workplace offerings and is beginning to integrate organizational change management (OCM) into its managed services to help clients drive the adoption of its new technologies.

Cautions

- **Focused on traditional SLAs:** Despite its growing focus on the user experience, Cognizant continues to rely on "user engagement" as a key service measurement, rather than evaluating the broader user experience. With just 50% of Cognizant deals to date including XLAs, clients should ensure contracts contain XLA commitments.
- **Limited penetration for full suite of remote working solutions:** Cognizant has made significant investments in its digital offerings, but it still lags behind market leaders in the application of these investments to existing client engagements. Clients should ensure that a clear roadmap and contractual commitments are established for digital workplace innovation.
- **Regional limitations:** Cognizant's MWS revenue and scale in Europe is still just 50% of the average size of providers in this Magic Quadrant. Its field engineers largely cover only major western European countries, Poland and Hungary, and it uses partners outside these regions. Its onshore and nearshore service desk agents number around 380 of its global total of almost 12,000. While Cognizant has committed to invest in localized delivery, clients must be sure that it has the capability to execute consistently across the region.

Computacenter

Computacenter is a Challenger in this Magic Quadrant. U.K.-headquartered Computacenter has an annual European MWS revenue of roughly \$1.1 billion (up 8%). Computacenter has around 340 MWS clients in Europe, 80% of which are large enterprises. It supports almost 1.8 million service desk users and 3.4 million device users. Computacenter has strong coverage across its core markets of the U.K., Germany, France, Belgium, Spain and Switzerland, with particular focus on areas such as the public sector, communications and media, retail, manufacturing, finance, and utilities.

Strengths

- **Sharper digital focus in its MWS portfolio:** Computacenter is increasing its use of digital tools in its Digital Me MWS offerings, with greater use of analytics, intelligent offerings and automation. Its 18- to 24-month roadmap focuses on delivering “always current” services and zero-build deployments, the use of cloud productivity solutions, and increasingly flexible support with integrated AI to improve experience and support adoption. During 2021, it plans to increase the use of self-heal, chatbots and video support, and to introduce AR/VR solutions.
- **Consultative, empowered sales approach:** Computacenter is moving to a consultative sales approach, utilizing workstyle assessments, analysis of business objectives and maturity assessments to create a digital roadmap, and align these to transformational technology solutions. It is moving to offerings using outcome-based employee experience, measured through analytics within its end-user experience management service.
- **Strong partnership and acquisition approach:** Computacenter is investing in its MWS capabilities through partnerships with Microsoft and ServiceNow, and acquisitions such as that of BT Services in France.

Cautions

- **Late to invest in digital workplace transformation:** Computacenter is late to invest in digital capabilities and still lags behind other major providers in areas such as automation, workplace analytics, DaaS and reskilling staff. It resolves under 15% of contacts to its service desk through analytics and automation, substantially below the average for providers in this research.
- **Traditional engagement approach:** Although Computacenter aspires to support clients’ digital transformation, it is later to utilize XLAs than major competitors and has limited experience of business outcome contracts. Its sales strategy is late to shift to a consulting approach, and clients must confirm its ability to support digital co-creation within transformational deals.
- **Limited European coverage:** Over 95% of Computacenter’s field service engineers are located in just four countries: the U.K., France, Germany and Switzerland. Although it is very strong in direct field services in these countries, elsewhere it relies on local partners, and clients must confirm how delivery quality consistency is practically achieved on the ground.

DXC Technology

DXC Technology is a Challenger in this Magic Quadrant. With headquarters in Virginia, U.S., DXC has MWS operations in 16 European countries and focuses on 12 vertical segments. Gartner estimates that DXC’s annual revenue for European MWS was \$1.7 billion (down 11%), from roughly 500 clients, of which almost all are large enterprises. Gartner estimates that DXC supports 4.2 million European service desk users and 4.9 million users of its desktop support services.

Strengths

- **Strategic focus on MWS:** After considering selling its MWS business unit, DXC has decided to retain and refresh this division, seeing it as a key strategic offering. It brought in a new GM to reinvigorate the unit, will significantly increase its investment over the next 18 months and refreshed its MWS vision to focus on delivery of a personalized experience of anytime, anywhere working.
- **Emphasis on UX:** DXC is executing its vision for “the new DXC experience” by leveraging Project Smile to increase its customer satisfaction within its strategic accounts. Among the accounts targeted by Project Smile, DXC reports that its top 100 accounts went green, and it has completed 80% of the improvements with the next 100.
- **Investment in MWS platform:** In December 2020, DXC announced a major partnership with Microsoft, with the two organizations planning to collaborate on creating digital workplace solutions. As part of this, DXC is investing in a modern workplace solution and suite of services, Modern Workplace. It will create a flexible and personalized collaboration platform, containing an analytics engine for monitoring end-user experience, user health and wellness, collaboration and productivity, underpinned by intelligent automation. DXC will trial the platform internally in early 2021 followed by a staged rollout to clients.

Cautions

- **Gap in investment:** After more than 12 months of limited investment due to the considered divestiture, DXC with its strong legacy MWS approach now materially lags the market. While it has now articulated a stronger vision for the workplace, its ambition of a personalized, automation-led workplace is several years behind the market and won't roll out to first clients until the second half of 2021, with most clients unlikely to see any change until 2022.
- **Weak MWS performance:** DXC's strategy to focus on improving service to its top 200 clients has benefited those accounts but caused challenges elsewhere. Its MWS revenue has dropped by 11% in a year when the average revenue of other providers in this research grew by over 8%. Its numbers of clients, users and contacts are all down, and nonstrategic clients will need to wait for DXC to address their service quality issues. Its use of automation and analytics lags the Magic Quadrant average, with just 23% of contacts resolved through these routes.
- **Lack of detailed digital roadmap:** DXC's communications around its MWS approach focus on its change of strategy, but not on its detailed execution. As such, clients do not yet have enough details on critical digital factors such as the direction for end-user service automation, plans for leveraging analytics and how legacy accounts will be moved to new service delivery models with more digital solutions.

Fujitsu

Fujitsu is a Leader in this Magic Quadrant. With headquarters in Japan, Fujitsu has MWS operations in 16 European countries, and a particular focus on the financial services, manufacturing, and automotive sectors. Gartner estimates that Fujitsu's annual revenue for European MWS revenue was \$1.6 billion (down 3%), from roughly 1,500 clients, of which around

30% are large enterprises. Gartner estimates that Fujitsu supports 3.5 million European service desk users and 2.8 million users of its desktop support services.

Strengths

- **Refreshed MWS portfolio:** Fujitsu has recognized that organizations are reassessing their approach to MWS, with a consequential acceleration in the shift to digital solutions. It has restructured its portfolio to focus on increasing UX and productivity, centered around the concept of “Work Life Shift” and structured around three pillars: a borderless office, smart working and continuous culture change.
- **Aligning technology delivery to business needs:** Fujitsu uses its Results Chain methodology, which combines data on the performance of endpoints with user sentiment data to measure an overall UX and create contractual XLAs. Even where this is not contractual, Fujitsu aims to continually improve the user experience as part of its MWS.
- **Investment in services for the New Normal:** Fujitsu has made major investments in areas including intelligent automation. It has extended SelfOSS to support delivery of services such as application packaging, O365 services and consultancy services. Fujitsu has built up a large cohort of engineers working on MWS automation and has increased the percentage of contacts resolved without manual intervention from 30% to 41% year over year.

Cautions

- **Workplace transformation is yet to scale:** While Fujitsu has the largest number of supported users and client consulting engagements in this research, its transformation efforts impacted just 23% of its supported users. Roughly 10% of its contracts currently use XLAs, and it is yet to routinely embed analytics tools in all its existing contracts. Fujitsu is still maturing its digital transformation capabilities in MWS and lags behind more advanced providers.
- **Declining user numbers:** Despite growth in consulting and transformation revenue, Fujitsu generally shows declining revenue and volume metrics for European MWS. Although transformation represents 12% of its MWS revenue, this is below the average of 14% for providers in the 12 months considered for this research.
- **Reduction in MWS scale:** Fujitsu’s rationalization of its European MWS portfolio has resulted in a reduction of client numbers and revenue, with its revenue falling by 3.1% year over year. Fujitsu has ended its direct go-to-market approach in 10 European countries. Clients in these countries now need to access Fujitsu’s services via channel partners.

Getronics

Getronics is a Niche Player in this Magic Quadrant. Getronics is headquartered in the Netherlands and delivers MWS in conjunction with the Global Workspace Alliance (GWA), a consortium of IT

services companies. Gartner estimates that Getronics has an annual European MWS revenue of \$700 million (down 7%) coming from large enterprises and many MSEs. It has more than 3,400 MWS clients in Europe. It provides service desk services to more than half a million service desk users and supports more than 4.2 million end-user devices.

Strengths

- **Leverages a networked model for delivery:** Getronics' business model is based on the GWA, which it leads to serve customers' needs outside the direct Getronics coverage in Europe. GWA provides a shared set of IP and tools, a binding governance framework, to create a global delivery model covering 185 countries.
- **Full as-a-service delivery model:** Getronics has refreshed its senior management, strategy and branding in the last 12 months. It has reimaged its MWS 2020 offering to focus on cloud, persona and subscription-based models. Service offerings have been mapped into products mostly based on Microsoft technologies to make these easy to consume (on a per-seat, per-month basis). Its four key products are managed workplace as a service (MWaaS), unified communications as a service (UCaaS), device as a service (PCaaS) and cloud access security broker (CASB).
- **Strong in field services:** Getronics is supporting eight times more users in the field than on the service desk, confirming that its focus is on the hands-on side of MWS. Of all the providers in this research, it has the highest number of engineers in Europe, supporting the second-largest user base. It has extended its services to offer on-site support to staff working remotely, as well as providing subcontracted field services to some of the other providers profiled here.

Cautions

- **Late on digital workplace transformation:** Getronics is late to invest in digital service capabilities to support clients and still handles two-thirds of incidents manually. Moreover, its declared investment plans for the next five years may not be enough to close this gap in analytics, automation and chatbot capability. It has not developed the same contractual focus on XLAs and business outcomes as its major competitors.
- **Pressed by automation and price trends:** Getronics remains a relatively expensive provider, with prices for service desk and automated contact resolution higher than most other vendors in this research. Its field services model remains strongly physical and does not recognize the need for remote support solutions in a post-COVID-19 new normal.
- **Facing decreasing volumes:** Getronics' MWS revenue, users and clients all decreased over the year, indicating it is struggling to keep pace with the market. Its win rate is high against traditional field-services-based providers, but it is likely to lose out on deals where cost is a major factor or where end-to-end digital workplace transformation is the aim.

HCL Technologies

HCL Technologies is a Leader in this Magic Quadrant. With headquarters in India, HCL has MWS operations in 16 European countries, and a particular focus on the healthcare, oil and gas, manufacturing, and retail sectors. Gartner estimates that HCL's annual revenue for European MWS was \$840 million (up 25%), from approximately 150 clients, of which roughly 80% are large enterprises. Gartner estimates that HCL supports 2.7 million European service desk users and 2.2 million users of its desktop support services.

Strengths

- **Emphasis on transformation of the user experience:** HCL has created a dedicated regional team for Workplace Experience Consulting (WXC) to provide consultancy around the workplace, create user journeys and roadmaps, and then drive user adoption, all through an employee experience lens. XLAs and outcome-based pricing are becoming cornerstones of HCL engagements. It acquired Strong-Bridge Envision to further strengthen its OCM, which it embeds as consultancy across the lifetime of the MWS engagement.
- **Large scale and growing fast:** HCL has reported a 25% revenue growth, mostly organic, year over year and is one of the largest vendors in Europe. Its growth has been fueled by the onboarding of large clients seeking deeply transformational MWS, where HCL's strong workplace consulting is a key differentiator.
- **Strong digital tools to enable productivity:** HCL's LibreSpace virtual workspace solution provides a hyperconnected virtual environment that integrates several capabilities to enable HCL to work more productively. It includes Kaleidoscope for persona modeling, WorkBlaze for analytics and predictive support, and unified endpoint management (UEM) for ubiquitous access. It has implemented a swarming model to support a continuous integration/continuous operation (CI/CO) delivery model to rapidly convene multiple SMEs onto a given support issue.

Cautions

- **Focus on transformation, rather than low cost:** HCL's strong focus on digital workplace transformation may mean that it is not a good fit for clients seeking a traditional, cost-led deal. HCL has the ability and ambition to deliver large-scale transformation quickly, and clients must confirm that they will be able to keep pace.
- **Weakness in manual delivery models:** HCL relies heavily on its own field engineering with roughly 7,000 field engineers and just 15% subcontracting. This will slow its ability to drive zero-touch support for users and to implement new digital support models. The unit cost of HCL's manual service desk operation is high. Clients who do not implement considerable automation may find HCL ends up an expensive choice.
- **Not suitable for midsize clients:** HCL continues to pursue large engagements. Smaller clients may struggle to attract its attention. Its MWS portfolio is complex with multiple disparate tools, and clients may have to rely on HCL to effectively understand its benefits.

IBM

IBM is a Challenger in this Magic Quadrant. IBM is headquartered in New York, U.S., and Gartner estimates that it had \$530 million in MWS revenue for Europe (up 3%), mostly coming from large enterprises. It has roughly 330 MWS clients in Europe. IBM provides service desk services to an estimated 1.1 million service desk users and supports more than 1.8 million users of its device services. IBM is in the process of spinning off its infrastructure managed services offerings (including MWS) into a new company currently referred to as “NewCo” that will separate from IBM by the end of 2021.

Strengths

- **Potential for increased flexibility and choice:** The split of IBM could enable NewCo to be more flexible and agile, allowing it to utilize best-of-breed tools while still having access to existing IBM solutions, such as Watson. It should retain its own capabilities in automation, AI and application management and can increase its focus on providing service excellence through modern workplace services.
- **Early MWS growth signals:** Gartner is seeing key signs of IBM growth in MWS, with an estimated increase of 9% in its clients, 4% in the total number of end users supported, and a recently increased deal win rate. IBM attributes this success to its increased focus on end-user experience and on the mid-2020 restructuring of its MWS teams into one business unit, breaking down traditional delivery silos and allowing it to be more agile.
- **Embedded analytics and automation:** IBM is increasing its use of experience-based metrics, aiming to drive business value through modern device management with embedded analytics and automation. It is focused on avoiding incidents via its Digital Experience Management (DEM) analytics, proactive resolution through automation and integration of delivery processes through ServiceNow for better incident management response. It has enhanced its end-user journey mapping to help clients create business-aligned personas, implementing these with multiple clients.

Cautions

- **Delivery of coordinated services may be challenging:** IBM’s spin-off will give NewCo all its existing MWS-run services. However, it will leave these separated from the transformational cloud, consulting and application refactoring services required by European MWS clients. NewCo will need to develop new relationships for these, with remaining IBM or other providers. The process of executing the split could delay MWS investment, leaving IBM further out of line with the market. Customers must carefully evaluate IBM’s roadmap for coordinated MWS between the two divisions.
- **Potential service disruption:** IBM has already announced significant job cuts in Europe, and the further restructuring required to separate the organizations has the potential to create disruption to IBM’s MWS delivery. Clients should negotiate flexible contractual terms that protect against the risks of disruption and allow early termination in case of significant disruption.

- **Slow to innovate with some existing clients:** IBM is late to make the investments in analytics, XLAs and UX compared to other Leaders in this research. It still has a limited record of outcome-based XLAs beyond simple SLA metrics like ticket reductions or customer satisfaction. Clients must challenge IBM to bring automation outcomes, XLAs and best-in-class MWS performances into their agreement.

Infosys

Infosys is a Niche Player in this Magic Quadrant. Headquartered in India, Infosys combines offshore operations with MWS service centers in the Czech Republic and Germany. It specializes in servicing for the retail, manufacturing, services, healthcare and financial services sectors. Gartner estimates Infosys' annual European MWS revenue is \$230 million (up 32%), from roughly 110 clients, of which around 60% are large enterprises. Gartner estimates that Infosys supports 400,000 European service desk users and 1.1 million users of its device support services.

Strengths

- **Focus on employee experience:** Infosys aims to deliver a consumerized MWS experience to deliver the best possible employee experience, while driving cost-efficiencies, to lower the total cost of ownership (TCO) of services. It promotes different teams working, through the users' choice of tools, using composable service components to allow effective collaboration, with user experience monitored through XLAs.
- **Strong digital capabilities:** Infosys employs its Reference Services Blueprint to provide a persona-aligned anytime-anywhere digital workplace to enable a consumption-driven, pay-as-you-go model for its workplace service. It has built the Enterprise Service Management Café on top of its ServiceNow instance to provide over 50 plug-and-play capabilities, covering chatbots, dashboards, mobile incident logging, self-service request capability and catalog services.
- **Support for modern workspaces:** Infosys' digital workplace transformation services aim to reimagine the workplace by leveraging cloud-based solutions. It delivers modern desktops, enabled by Windows 10 and VDI on cloud, UEM and an Intelligent Applications service, to modernize legacy applications to enable any-device access.

Cautions

- **Focus on applications, not infrastructure:** Infosys MWS is strongly application-centric, with a focus on modernization of the application estate, migrating clients to digital platforms and creating mobile applications. Clients seeking a traditional managed-service-based MWS offering must confirm that Infosys' application-transformation focus does not interfere with this.
- **Limited European scale:** Infosys' MWS visibility in Europe is low, and it has one of the smallest European service desk revenue of providers in this research. Its transformative MWS vision may be hindered by its limited understanding of the complex HR and legal European landscape and its limited number of staff in Europe.

- **Lack of industrialization:** While Infosys' digital vision for MWS is strong, Gartner has yet to see evidence of Infosys scaling its standardized components across all customers, with an average of just 16% of contacts resolved by analytics and automation. Clients must seek evidence of the industrialization of Infosys MWS.

NTT DATA

NTT DATA is a Visionary in this Magic Quadrant. With headquarters in Japan, NTT DATA has MWS operations serving the U.K., Ireland, Germany, France and Spain, with a particular focus on healthcare, banking and financial services, automotive, and manufacturing verticals. Gartner estimates that NTT DATA's annual revenue for European MWS was \$190 million (up 19%), from roughly 84 clients, of which around 40% are large enterprises. Gartner estimates that NTT DATA supports more than 250,000 European service desk users and 428,000 users of its device support services.

Strengths

- **XLAs are core to MWS:** NTT DATA's MWS strategy aims to converge XLAs into digital operations management focused on reliability, performance and continuous digital transformation. It uses multifunction virtual teams (including automation specialists, process engineers and data scientists) to implement real-time monitoring and apply constant minor changes to improve the UX, with outcomes committed by comprehensive XLAs.
- **Automation extends into business processes:** NTT DATA is evolving its automation from point automation and process automation to deliver workplace-centric automation. It is aiming to make AI bots and conversational agents into off-the-shelf capabilities, underpinned by its intelligent enterprise platform, Nucleus. NTT DATA acquired Acorio to extend its automation to business processes such as employee onboarding and payroll. NTT DATA's automation focus has reduced its dependency on human service desk agents and allowed it to reduce the number of manually resolved contacts from 76% to 53% year over year.
- **New service models:** NTT DATA works with clients to extend its MWS into full business support. As an example, it integrates the process of employee onboarding, coordinating the provisioning of devices with fulfillment of business needs, such as employee ID, company credit cards, office supplies and training requirements, to give a holistic experience to new joiners.

Cautions

- **Multiple companies involved in delivery:** NTT DATA leads the delivery of the majority of workplace services to clients, but some elements of service delivery can be drawn from multiple organizations in the NTT Group. Clients need to be aware of which NTT entities will be involved in the delivery of their services and test the effectiveness of cross-group delivery and accountability for service.
- **Bottom-up approach to innovation:** NTT DATA uses DevOps-based, account-level innovation for a substantial part of its ongoing service evolution. While the aim is to share this between

clients, it may produce solutions well-aligned to business problems for specific clients, but runs the risk of creating siloed solutions that take longer to be made available to other clients.

- **Limited European presence:** Despite growing the total number of users supported by 27% year over year, NTT DATA's field services remain limited, with only two European countries – France and the U.K. – having more than 20 engineers and with partners leveraged for other geographies.

Ricoh

Ricoh is a Niche Player in this Magic Quadrant. With headquarters in Japan, Ricoh has MWS operations serving the U.K., Germany, Italy, Spain, the Nordics and Central Europe, with a particular focus on healthcare, banking and financial services, automotive, and manufacturing verticals. Gartner estimates that Ricoh's annual revenue for European MWS was \$240 million (up 22%), from more than 1,600 clients, of which almost all are midsize enterprises. Gartner estimates that Ricoh supports more than 190,000 European service desk users and 220,000 users of its device support services.

Strengths

- **Evolution from managed print services (MPS) to MWS:** Ricoh has a four-pillar service offering for MWS that includes smart workplace, AI and automation, digital experience monitoring, and cybersecurity. Ricoh also takes a cloud-first approach to MWS and works in partnerships with Microsoft Azure and ServiceNow to co-create solutions with clients that are modern and agile. It expanded considerably into MWS, diversifying from its MPS heritage.
- **Skilled engineers:** Ricoh's MPS business was significantly impacted by the pandemic, and it has invested in cross-skilling its workplace engineers so they can be more effective in resolving a wide range of client issues while they access Ricoh's TechBar services. Many clients commented positively on Ricoh's service quality, reliability and flexibility, as well as its ability to understand and adapt to customer needs.
- **Growth-driven from upselling MWS from MPS:** During the COVID-19 pandemic, Ricoh pivoted its marketing to focus on the needs for remote working enablement, process automation, cloud usage, and delivery of a smart and safe workplace through zero-touch support. As part of its client engagement, Ricoh uses its traditional MPS sales engine and an integrated go-to-market solution, driving growth of roughly 22% in MWS revenue year over year.

Cautions

- **Lack of track record as MWS provider:** While Ricoh has developed MWS offerings and created a European center of excellence for digital workplace transformation, it still lacks brand recognition beyond a managed print services provider and will need to adjust MWS pricing and costs to remain competitive in the European market.

- **Limited digital workplace transformation capabilities:** Ricoh's transformation focus is underpinned by limited XLAs, outcome-based agreements and OCM capability. It delivered transformation to just 8% of its users in the year, the least in this research, and has only 52 dedicated consultants in this area. Ricoh's automation adoption is limited, and it still resolves the majority (84%) of its contacts through manual methods.
- **Limited European presence:** Ricoh remains a small provider in this Magic Quadrant, with lower-than-average revenue. While it has the ability to deliver MWS in over 20 European countries, it currently has MWS clients in only a small number of central European countries and is a relatively expensive provider, due to its current low levels of automation.

Stefanini

Stefanini is a Niche Player in this Magic Quadrant. Headquartered in Brazil, Stefanini has MWS operations serving core markets in all major European countries, with a particular focus on financial services, manufacturing, retail and communications sectors. Stefanini has an estimated \$140 million in annual MWS revenue for Europe (up 0.2%), from roughly 60 MWS clients. It provides service desk capabilities to almost 1.9 million service desk users and supports 120,000 end-user devices.

Strengths

- **Agile co-creation partnership approach:** Stefanini feels that its global reach coupled with its midsize enables it to build close relationships with its clients and provide adaptable contracts, offer co-creation workshops and add value for clients. It supports its vision with a simplified, agile sales approach for MSE clients, while using co-creation before and after deal signatures with larger enterprises. Many clients praised Stefanini for its flexibility, and some commented on its strong customer focus.
- **Enhancements in digital workplace:** Stefanini has had a year of investment and consolidation in its MWS offerings, resulting in a strong new digital focus for its MWS with its Natural Employee Experience Technology (NEXT) offering. NEXT includes zero-touch provisioning and modern endpoint management, incorporates support for O365 and Workplace from Facebook, and uses analytics and automation to provide smart services, with digital adoption driven by its Digital Coach.
- **Dynamic transformation goals:** Stefanini has a defined transformation methodology for MWS with transformation goals being reset each quarter. This is based on clients' needs, and its delivery model includes both a delivery manager and a transformation manager. Stefanini maps employee journeys toward a digital adoption and then monitors and adjusts these as work progresses, using XLAs to track and refine the user experience.

Cautions

- **Relies on traditional delivery:** Despite investments in digital models, Stefanini is still trailing leading competitors and has a generally low percentage of incidents resolved through analytics

and intelligent automation. Some clients would like to see Stefanini deliver digital innovation more quickly and want to see it utilize more skilled staff.

- **Limited penetration for full suite of remote working solutions:** Stefanini is working to expand the adoption of new-generation MWS services by its clients and onboarded a few marquee clients in 2020. However, it lacks significant adoption by its existing clients. Clients should ensure that a clear roadmap is established for the adoption of Stefanini's next-generation solutions.
- **Regional limitations:** Stefanini's investments on ecosystems and venture is supported by a limited size of clients. As such, clients must carefully evaluate whether Stefanini owns the capabilities to deliver widely across their needs in the European market.

TCS

TCS is a Leader in this Magic Quadrant. Headquartered in India, TCS had \$540 million in MWS revenue for Europe (up 12%), which Gartner estimates mostly came from large enterprises in the retail, life sciences, energy, utilities, manufacturing and financial services sectors. TCS has roughly 140 MWS clients in Europe, providing service desk services to almost 1.2 million service desk users and supports more than 1.7 million end-user devices.

Strengths

- **Transformation-focused MWS:** TCS focuses on business and industry outcomes within a transformational digital workplace approach. It aims to support clients' drive to new business models and agility through an enterprise plug-and-play approach using data and process mining, with everything delivered as a service. It continues to mature its Machine First Delivery Model (MFDM) through its AI-enabled human-machine collaboration suite, TCS CogniX, which provides over 30 XLAs to monitor user experience.
- **Focused on zero-touch IT:** TCS' Digital Workplace Studio is an end-to-end MWS offering focused on enabling zero-touch IT through automated provisioning, self-heal and service automation. It offers a virtual service desk with 70% self-service query resolution and reports one of the top percentage of service desk tickets solved via automation across all the players in this Magic Quadrant.
- **New investments in cloud service practices:** To provide enhanced remote working capability, TCS has developed its Secure Borderless Workspaces (SBWS) offering, providing a next-generation unified workspace on the cloud. It made a number of investments with its "full play" cloud service practices, which include Google, Microsoft Azure, Amazon Web Services (AWS) and TCS cloud infrastructure unit.

Cautions

- **Low penetration of change management:** TCS' OCM offering is primarily focused on digital workplace transition and transformation, and has not yet been adopted by a majority of its

clients. While TCS reports a large business value-added delivered and signed-off by clients, it still has limited examples of contractual commercials tied to delivering business value.

- **European penetration and XLA adoption are behind:** Although it continues to invest and grow in the region, TCS remains relatively small in Europe, with an MWS revenue still below the average of providers in this Magic Quadrant. Almost two-thirds of its field engineers are in the U.K., France and Germany, and client adoption of TCS' XLAs remains low.
- **Low user-per-agent ratio:** TCS' number of supported service desk users per agent ratio is below average among participants in this research, indicating a potential bottleneck to improving efficiency for clients over a long-term contract. Existing clients may need to challenge TCS to continually demonstrate improvements in this metric.

Tech Mahindra

Tech Mahindra is a Niche Player in this Magic Quadrant. With headquarters in India, Tech Mahindra specializes in MWS for the telecom, retail, manufacturing, healthcare, defense and financial services sectors. Its MWS aims to support digital transformation in business, using new automation and analytics capabilities to meet user demands for consumerization. Gartner estimates that Tech Mahindra has \$70 million in annual European MWS revenue (up 2%), from roughly 40 clients, of which approximately 75% are large enterprises. Tech Mahindra supports an estimated 370,000 European service desk users and 330,000 users of its device support services.

Strengths

- **Strong focus on UX:** Tech Mahindra utilizes persona-based services as the heart of its UX design. It is introducing a UX command center to dynamically manage the user experience and is moving toward XLAs, measuring user experience at onboarding and during ongoing operations. It is implementing persona-based pricing to relate costs to user usage of IT.
- **Innovation with service desk:** Tech Mahindra aims to deploy a variety of cognitive tools in its service desk. Its AIOps tool, TACTiX, can identify possible incident resolutions for agents, while its Hubble analytics is used to report the health of end-user devices and applications, and provides proactive fixes. Its Personify tool allows agents to contextualize support through visibility of the persona, role and status of each user.
- **Consultative engagement approach:** Tech Mahindra's client engagements use a consultative model to assess customer current maturity. It develops a client-specific plan for MWS standardization, digitization and automation to achieve customer objectives, typically in 12 to 18 months for large customers but less time for smaller clients. Some clients have reported positively on Tech Mahindra's partnership approach.

Cautions

- **Small European scale:** Tech Mahindra has just \$72 million of European MWS revenue compared to an average of almost \$500 million for providers in this research. Compared to

many other providers, it has a limited number of staff in Europe, restricting its ability to create the local relationships required to drive growth in the region.

- **MWS capabilities still under development:** Tech Mahindra is still developing its MWS platform. Many of its digital capabilities are only in production in a small number of sites and are yet to be industrialized. Despite a focus on digital capabilities, only 11% of service desk contacts are resolved by analytics and automation.
- **Limited transformation focus:** Tech Mahindra's view of the MWS market is still very technology-oriented, and it lags behind the market in transformational offerings, such as XLA-based contracting. It still has limited capability to have a vertical, business-led discussion on business outcomes, apart from the telecom sector, where it derives 60% of its European revenue.

TietoEVERY

TietoEVERY is a Niche Player in this Magic Quadrant. With headquarters in Finland, TietoEVERY has MWS operations in 16 European countries, and a focus on nine verticals including retail, healthcare, energy, logistics and forestry. Gartner estimates that TietoEVERY's annual revenue for European MWS was \$280 million (up 17%), from around 150 clients, of which roughly 85% are large enterprises. Gartner estimates that TietoEVERY supports 620,000 European service desk users and 500,000 users of its desktop support services.

Strengths

- **Vision of a consumerized MWS experience:** TietoEVERY aims to provide a user-centric device experience that replicates a consumer-like experience. It aims to do this by supporting personalization, enabling mobility, ensuring compliance with security policies and delivering automation. TietoEVERY uses workplace evangelists to drive continual improvement in service delivery, with the ambition of enabling workplace transformation for its key verticals.
- **Modular building blocks, charged per unit:** TietoEVERY builds standard services for a modular solution through its "building blocks," which provide easy integration to each other. Clients can select the building blocks that suit them and then evolve this model. This is charged per unit, and can be scaled up or down on demand, on a month-by-month basis.
- **Digital offerings for verticals:** TietoEVERY supports multiple digital touchpoints, such as point of sale (POS) systems, digital signage and handheld devices in retail, logistics and other industries, as well as building control, meeting rooms, collaboration rooms and meeting management solutions. Its service desk provides 24/7 multilanguage support utilizing automated request provision and promoting user self-service.

Cautions

- **Late to invest in digital and advisory capabilities:** TietoEVERY has a strong digital vision for the workplace, but it is later to invest in digital capabilities than its competitors due to its traditional

client base. Many essential offerings (e.g., focused chatbots, virtual assistance, insight engines) are only on the roadmap for future years. Gartner recommends that clients confirm TietoEVERY can meet their digital needs. While TietoEVERY sees advisory capabilities as a key part of MWS, its 4% revenue from consulting is the smallest of providers in this research.

- **Limited geographic coverage:** TietoEVERY remains a provider strongly focused on Nordic-centric clients. While it does deliver services globally, over 80% of its service desk services are located in the Nordics or Baltics, with small desks in Czechia and India, and it also uses partners to deliver field services outside these countries.
- **Lack of experience:** TietoEVERY does offer contracting against experience-based metrics, but does not yet have experience in delivering against either these or outcome-based contracts. TietoEVERY is lagging in adoption of key workplace technologies that are seen as standard for modern deals such as AI bots and augmented reality.

Unisys

Unisys is a Niche Player in this Magic Quadrant. With headquarters in Pennsylvania, U.S., Unisys has MWS operations serving the U.K., France, the Netherlands, Germany, Austria and Switzerland, with a particular focus on the public sector, financial services and multiple commercial industries. Gartner estimates that Unisys' annual revenue for European MWS was \$280 million (down 11%), with roughly 120 clients, 83% of which are large enterprises. Gartner estimates that Unisys supports more than 570,000 European service desk users and 890,000 users of its device support services.

Strengths

- **Increased focus on user experience:** Unisys' MWS offerings focus on three main pillars: intelligent service desk, instant field services and connected workplace. It has increased its focus on UX in MWS and is launching an XLA-based set of metrics for future contracts. Unisys plans to double its R&D spend on MWS in the next 12 months and has increased its focus on innovation, which it drives through a combination of global partners and client co-creation.
- **Strong security practices:** Security remains a key selling point for Unisys in its InteliServe MWS platform. It aims to create a proactive, zero-trust, security posture for clients. It also invests in areas such as biometric security enabled by "selfie-driven" password reset.
- **Greater productivity through automation:** Unisys is experiencing productivity gains from its automation initiatives, managing to reduce its workplace and service desk staff by 20% to 30% in the last 12 months. It is now able to resolve 35% of service desk contacts without human contact. Unisys also reduced its number of field engineers, allowing it to reduce its fixed cost base by more use of partners in smaller geographies.

Cautions

- **Most clients get traditional support services:** Unisys is building a consultancy-led sales team, but still sees the majority of its deals coming from traditional tenders. Its influencer-led marketing may support this strategy but will need to show clear value to the new, non-IT executives who are increasingly leading MWS deals in Europe. Unisys' MWS services are still mostly focused on endpoint support, and it is only in the early phases of deploying transformational workplace services that deliver higher-value MWS.
- **Low adoption of XLAs:** Unisys' development of XLAs is positive, but it is late to create this offering and currently lags behind the market. Its proportion of deals with outcome-based XLAs is increasing, but these are largely focused on improving end-user satisfaction rather than wider business outcomes.
- **Narrow market focus in Europe:** Unisys exited large, loss-making contracts to increase its European MWS margins in the last 12 months. While this may set it up for growth, it has contributed to an 11% decline in regional MWS revenue, further reducing its European scale. Prospective clients in noncore countries and verticals for Unisys may struggle to attract its interest.

Wipro

Wipro is a Leader in this Magic Quadrant. Headquartered in India, Wipro has MWS operations serving core markets in the U.K., Ireland, Germany, the Netherlands and Switzerland, with a particular focus on retail, manufacturing, energy and utilities, and financial services sectors. Wipro has an estimated \$520 million in MWS revenue for Europe (up 16%). It has roughly 60 MWS clients in Europe, almost exclusively large enterprises. Wipro provides service desk capabilities to roughly 1 million service desk users and supports 2.1 million users for end-user devices.

Strengths

- **Differentiating digital workplace vision:** Wipro leverages MWS automation extensively, with over 58% of contacts resolved without manual intervention. It aims to provide analytics-led optimization and tuning of the remote experience, with a strong commitment to monitor UX via XLAs. Believing that the network has become the office, and seeing last-mile connectivity as an essential enabler of user experience, Wipro has integrated software-defined network (SDN) offerings into its MWS portfolio.
- **Strong remote solutions:** Wipro has evolved its LiVE Workspace offerings to support remote working. It offers rapid remote working assessments, and a cognitive assistant, DeskMate, to support remote setup and remote experience monitoring. It delivers remote workspaces through VirtuaDesk and its remote workspace offerings, underpinned by a zero-trust security approach, and delivers remote support by connecting directly to the Intel chips in devices.
- **Significant focus on alternative support:** Wipro strongly prioritizes extending its MWS offerings out of the traditional office space onto the field. It has invested in AR for manufacturing and integrated it with digital twins to make field support more efficient. It has implemented

analytics throughout retail stores to make shops safer in a COVID-19 world and optimize revenue from consumers.

Cautions

- **Not best fit for traditional outsourcing engagements:** Wipro's MWS offering is strongly transformative, backed by a complex portfolio of offerings that Wipro must lead clients through. Clients seeking a traditional outsourcing deal with low levels of transformation may find that it is not a good fit for their needs.
- **Lack of midmarket support:** Gartner estimates Wipro's average deal size is the largest of any provider in this research at over \$9 million revenue a year. Wipro does not demonstrate a sales or offering focus on midsize organizations, and Gartner believes that clients under \$1 billion in revenue are unlikely to find Wipro interested in their MWS deals.
- **Lack of client impact of digital channel shift:** Wipro is yet to fully realize the operational benefits of the high proportion of service desk contacts it resolves without agent intervention. The 750 users it supports per agent is below the average of 824 for this research, and it has had to increase service desk staff by 10.3% to support year-over-year contact growth of 12.7%. Clients need to ensure that Wipro drives benefit from use of its digital capabilities.

Vendors Added and Dropped

We review and adjust our inclusion criteria for Magic Quadrants as markets change. As a result of these adjustments, the mix of vendors in any Magic Quadrant may change over time. A vendor's appearance in a Magic Quadrant one year and not the next does not necessarily indicate that we have changed our opinion of that vendor. It may be a reflection of a change in the market and, therefore, changed evaluation criteria, or of a change of focus by that vendor.

Added

The following providers have been added to the Magic Quadrant this year:

- Claranet
- Infosys
- Tech Mahindra

Dropped

Accenture did not qualify for the Magic Quadrant this year due to its proportion of MWS revenue being too low to meet Gartner's inclusion criteria for this research. However, it is profiled in the Honorable Mentions section below.

Inclusion and Exclusion Criteria

To qualify for inclusion in both the Magic Quadrant and the Critical Capabilities research for managed workplace services for Europe, providers need to meet the following criteria:

- Deliver managed workplace services as part of outsourcing engagements related to workplace services that include:
 - Service desk
 - End-user device support
 - Deskside support
 - Mobile device support and management
 - Support for collaboration, productivity and business applications delivered to end users
- Deliver digital workplace transformation capabilities and services, such as:
 - Nontraditional end-user services support methods that leverage intelligent automation, self-service and social media
 - Support for cloud collaboration tools (Google Workspace, O365)
 - Mobile workplace integration services (VoIP, mobile apps, teleconferencing, ability to work from any device, at any time, from anywhere)
 - Desktop and application virtualization services
- Deliver professional services to scope, design, implement and manage an integrated digital workplace solution.
- Have at least \$65 million (or around €55 million at the August 2020 exchange rate) in annual MWS revenue in Europe (see Definition: European Countries section below):
 - Revenue related to professional services and products (hardware and software) can only be included if it is billed and included/delivered as part of a wider MWS outsourcing deal.
 - Providers with less than \$65 million MWS revenue cannot include more than 10% of professional services revenue to hit the \$65 million qualification mark. For example, a provider with revenue of \$60 million MWS plus \$5 million of related professional services revenue would qualify; a provider with \$50 million MWS revenue and \$15 million of related professional services would not qualify.
 - Providers whose revenue is above \$65 million, but that have professional services revenue that exceeds the MWS revenue, will be excluded. For example, a provider declaring \$100

million of MWS revenue and \$101 million of professional services revenue related to it will be excluded.

- Each provider must be able to demonstrate that it provides MWS as a core business offering with no more than 50% labor subcontracting. In other words, each provider needs to use internal resources (not subcontracted resources) to deliver at least 50% of its overall scope.

- This Magic Quadrant is aimed at evaluating MWS capabilities in Europe. For Europe, each service provider must:
 - Not have more than 70% of its total European EUO service revenue from clients based in a single country.
 - Have a minimum of 10% of its total European EUO service revenue in at least three European countries (each in a different region – see Definition: European Countries section below). For example, a provider generating 65% of its revenue in Germany, 18% in the U.K. and 12% in Spain would qualify for the study.

Note:

Each bullet point above constitutes a separate and distinct criterion. All criteria must be met to qualify for participation.

Region Definition

For the scope of this study, we define Europe as the sum of Western and Eastern Europe:

- Gartner defines Western Europe as including the following countries: Austria, Belgium, Denmark, Finland, France, Germany, Greece, Ireland, Italy, the Netherlands, Norway, Portugal, Spain, Sweden, Switzerland and the United Kingdom.
- For the scope of this study, we define Eastern Europe as including the following countries: Albania, Belarus, Bosnia and Herzegovina, Bulgaria, Czech Republic, Croatia, Estonia, Hungary, Latvia, Lithuania, Macedonia, Moldova, Montenegro, Poland, Romania, Russia, Serbia, Slovakia, Slovenia, Turkey, and Ukraine.

Honorable Mention

Gartner tracks more than 30 providers in this market. Nineteen met the inclusion criteria for this Magic Quadrant, but the exclusion of a provider does not mean that it lacks viability or that its services are limited. Below are other noteworthy vendors that did not meet all inclusion criteria but could be appropriate for clients, dependent on requirements.

Accenture

Accenture's MWS offerings focus strongly on digital transformation of the workplace. With high demand for rapid remote working and collaborations solutions, it generated a high proportion of MWS revenue from transformational services in the last 12 months via its Elastic Digital Workplace solution, precluding it from meeting the inclusion criteria for this Magic Quadrant. Accenture's MWS aims to deliver workplace innovation and improved UX by modernizing platforms, changing culture and reimagining business operations. Its myWizard automation platform measures a User Experience Index (UXI) that brings together digital experience measures, KPIs on IT support and user sentiment data. Accenture will then contract against commitments to deliver ongoing UXI improvements.

Avanade, the joint venture it founded with Microsoft, is a major channel for Accenture's MWS. Accenture has significant expertise in Microsoft offerings, as well as a significant global partner ecosystem. It states that it led MS Teams implementations for over 9 million users in the last 12 months, and uses HoloLens for remote co-creation with clients. Accenture's managed service offerings are built around AIOps, with a stated 72% of service requests fulfilled automatically and 16% of tickets prevented by self-healing and analytics (compared to the average of 10% for other providers in this research). Accenture focuses on using "workplace as code" to replace repeatable manual configurations with automation. Its Fluid Delivery model aims to ensure that the service experience evolves continually through an agile and DevSecOps delivery model, combined with a "virtual shore" staffing model that is primarily automation-led. It is aiming to build smart and flexible workplaces to support clients with new virtual and physical working, and has a focus on codifying industry-specific business processes into the MWS offerings, aiming to make its MWS "industry-aware."

HP

HP's MWS primarily focuses on device life cycle and management services, with service desk capability mainly delivered through partnership with global managed services providers. It did not meet the regional revenue breakdown criterion for this Magic Quadrant.

HP's MWS provides outcome-based and intelligent offerings, covering deployment, management, support and security of devices, and evolving into the delivery of digital solutions to increase employee productivity. It aims to offer all of its services on a subscription basis, and uses its Value Management Office platform to create the client business case for its PCaaS models, based on the overall TCO and UX benefits it can deliver. This enables HP to demonstrate added value over time, and it plans to make these contractual commitments in the future.

HP provides self-service ordering of equipment, based on user personas, with fully automated image and application provisioning through modern endpoint management solutions. It uses intelligent automation to proactively detect endpoint issues and trigger automated remediations or dispatch engineers before users know they need help. To support increased numbers of users working from home, it created new offerings including modern management-based white-glove services, and its Ship To Home service, allowing users to do self-setup on a corporate-ready image. Its TechPulse endpoint analytics collects data in a GDPR-compliant manner, providing real-

time insights into the user experience and allowing support teams to provide remote support and rapidly diagnose issues.

Evaluation Criteria

Ability to Execute

Table 1: Ability to Execute Evaluation Criteria

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

Source: Gartner (February 2021)

Completeness of Vision

Table 2: Completeness of Vision Evaluation Criteria

Evaluation Criteria ↓	Weighting ↓
Market Understanding	High
Marketing Strategy	Low
Sales Strategy	Medium
Offering (Product) Strategy	High

Evaluation Criteria ↓	Weighting ↓
Business Model	High
Vertical/Industry Strategy	Medium
Innovation	High
Geographic Strategy	Medium

Source: Gartner (February 2021)

Quadrant Descriptions

Leaders

Leaders deliver their service solutions skillfully, have a clear vision of the direction of the service market, and are actively building and improving their competencies to sustain their leadership positions. The Leaders quadrant indicates the direction of the MWS market, although many digital workplace offerings still have low adoption rates. Six MWS providers have emerged as Leaders in this Magic Quadrant: Atos, Capgemini, Fujitsu, HCL Technologies, TCS and Wipro.

Leaders have demonstrated their experience in delivering MWS and understand the requirements to successfully deliver these services. They have proved their Ability to Execute and their Completeness of Vision.

Challengers

Challengers execute well, but have less-well-defined views of the market's direction. Some are poised to join the Leaders, while others may not (yet) be preparing aggressively enough for the future. Three MWS providers emerged as Challengers in this Magic Quadrant: Computacenter, DXC Technology and IBM.

Challengers have demonstrated they have solid bases of clients that are satisfied with the services they provide. Challengers' proximity to the Leaders quadrant indicates that their vision of the MWS market is still maturing. They have the potential to move into the Leaders quadrant if they can advance their strategic visions, and solidify and expand their service offerings.

Visionaries

Visionaries have a clear vision of the market's direction and are focused on preparing for it, but could improve or scale their service delivery capabilities. Providers in the Visionaries quadrant have an effective vision of the MWS market but have not invested in or delivered that vision

enough in the market to emerge as Leaders at this time. Two MWS providers qualified for inclusion in the Visionaries quadrant: Cognizant and NTT DATA.

Niche Players

Niche Players focus on a segment of the client base, as defined by characteristics such as size, vertical focus and selective MWS offerings. Providers in the Niche Players category can be a perfect fit for some organizations because they focus on a specific area of the market. However, this narrow focus may affect a niche provider's ability to deliver the full spectrum of MWS. Eight MWS providers emerged as Niche Players in this Magic Quadrant: Claranet, Getronics, Infosys, Ricoh, Stefanini, Tech Mahindra, TietoEVRY and Unisys.

Context

In this context, Gartner's Magic Quadrant analysis offers must-have support for informed decisions on how to procure MWS in the European market. This Magic Quadrant assesses the Ability to Execute and Completeness of Vision of 19 MWS providers.¹ This information and analysis can help CIOs, sourcing, procurement and vendor management leaders, and infrastructure and operations leaders select a provider for midsize and large MWS contracts that support critical functions and business objectives with a pan-European set of capabilities.

Sourcing, procurement and vendor management leaders and CIOs looking for a sourcing initiative with a wider geographic footprint can leverage other Gartner managed workplace Magic Quadrants, which focus on other regions:

- [Magic Quadrant for Managed Workplace Services, Asia/Pacific](#)
- [Magic Quadrant for Managed Workplace Services, North America](#)

The three documents are produced with a single methodology by joined-up research teams. These notes are complemented by Critical Capabilities documents in each region:

- [Critical Capabilities for Managed Workplace Services, Asia/Pacific](#)
- [Critical Capabilities for Managed Workplace Services, Europe](#)
- [Critical Capabilities for Managed Workplace Services, North America](#)

Sourcing, procurement and vendor management leaders can use these research documents to drill into specific areas of capability within MWS, as Gartner scores providers separately on their ability to deliver on each of three use cases:

- Service desk
- End-user device
- Digital workplace

Evaluate Gartner's Provider Positioning to Find Candidates That Meet Your Specific Requirements

Gartner's positioning of providers in this Magic Quadrant does not imply that clients should simply select service providers in the Leaders quadrant. Selection requirements should be enterprise-specific, and providers in the Challengers, Visionaries or Niche Players quadrants may prove more appropriate for a particular engagement. Buyers should take into account multiple considerations, such as:

- Each provider will have a different "sweet spot" that reflects the types of deals in which it excels.
- Providers differ in scale, and matching the scale of the provider to the scale of the buying organization can be important.
- Providers' operational cultures differ, and cultural fit to the buying organization is vital.
- Providers vary in their coverage by industry and geography, and these are often more important considerations than overall MWS capabilities.

Rapid shortlisting mechanisms which address these issues are described in [How to Select Global IT Infrastructure Service Providers in 90 Minutes, 2021](#) and the related data analysis in [Tool: How to Select Global IT Infrastructure Service Providers in 90 Minutes, 2021](#).

The online features of this Magic Quadrant and its companion Critical Capabilities research enable users to tailor evaluation weights for further analysis based on the aspects that are most important to their organization. This allows sourcing, procurement and vendor management leaders to align the weighting of each criterion – for either the vision or execution axis – to the objectives of their specific sourcing initiative.

Clients should not disqualify a provider simply because it is not in this Magic Quadrant. Gartner's inclusion criteria result in our analyzing the most established providers in the infrastructure services market, but other IT service providers may present better alternatives for your business requirements. A Gartner analyst can help shortlist the most suitable candidates for specific client requirements and assist with a sweet-spot analysis of candidates.

Market Overview

The 2020 impact of COVID-19 in every country covered by this Magic Quadrant has accelerated existing digital workplace trends in the European market. In analyzing this market, ¹ Gartner sees four major trends that European buyers of MWS need to factor into their evaluation and selection process:

1. **The impact of the New Normal:** A digital workplace strategy has become critical since March 2020;
2. **The rise of transformational deals:** 80% of European MWS deals are no longer static;

3. **Digital channel shift on the service desk:** Contacts handled by a human agent are falling and are below 50% for best in class; and
4. **Focus on sustainability and productivity:** The long-term impacts of a digital MWS capability are the next big focus.

These are analyzed in detail below.

Impact of the New Normal

With enterprises now expecting large numbers of staff to work from home² – the “new normal” – 2020 has seen MWS services beginning to undergo major shifts that will radically realign this market in a few years. Buyers have recognized that before January 2020 a digital workplace was optional; but, since March 2020, it has become a necessity. To deliver this requires a responsive provider who can react rapidly and effectively to the evolution of new modes of working as well as one who can deliver the extensive longer-term workplace and service changes that will be required. In the short term, clients need providers who can help them bring staff safely back into workplaces, using Internet of Things (IoT) and augmented reality (AR) technologies. These include providing site access based on thermal cameras to measure staff temperatures, video analytics for face mask detection, anonymous social distance monitoring via IoT devices, and contactless support through mobile and AR solutions. In the longer term, though, European clients want to have the right MWS models to support staff remotely – in both technical and health terms. This will see providers developing flexible new network and security offerings, support for staff with disabilities, analytics to check on users’ mental health while working at home, consumerized models of device provisioning, and increasingly remote support models. All providers in this Magic Quadrant have begun taking steps to adapt, but the ones who will see the most impact are those with large existing field engineering services, which are likely to need considerable restructuring.

Rise of Transformational Deals

European clients are increasingly moving away from traditional technology-centric, cost-led MWS contracts, where provider selection used to be based on who could deliver the service most cheaply. Instead, buyers are now moving to deals that focus on transformation to a digital workplace. Within the European market specifically, where enterprises expect to have a long-term relationship with staff, the emphasis of these deals is on increasing the productivity of end users. (This is in contrast to the North American market, where a more common focus of digital workplace transformation is on attracting talent.)

For this Magic Quadrant, Gartner estimates that 40% of European MWS deals now include a transformational focus on improving business outcomes, such as shortening business processes or increasing productivity metrics for users. Such deals are underpinned by three key capabilities:

- First, the use of digital experience monitoring and endpoint analytics to measure the user experience (UX) and report on it in the form of an experience-level agreement (XLA).

- Second, the willingness to contractually commit to some form of improved business outcome (such as an increased number of patients seen by a clinician in a hospital round), typically as one part of the contractual metrics alongside other traditional SLAs.
- Finally, the ability to execute ongoing optimization of the UX and deliver the business outcomes through organizational change management (OCM) that is integrated within the managed services offering.

Typically, providers on the right of this Magic Quadrant are differentiating through these capabilities to a greater or lesser extent, while providers shifting toward the left still take a more technology-centric approach to deals. With transformational capabilities in demand and commanding a higher price point, the average revenue growth of providers in this research was over 8% year over year.

Digital Channel Shift on the Service Desk

Increasingly, contact resolution at the service desk is moving from manual interaction to resolution without human intervention. Across the 190 million annual contacts reported by providers in this research, 10% are now intercepted by analytics, 15% are dealt with through user self-service and 16% are handled by various forms of automation, including chatbots and virtual assistants. As a result, manual resolution is now just 59% of overall contacts, down from 72% in 2018. However, this digital shift is spread unevenly, and four providers in this Magic Quadrant are already resolving over 50% of contacts for their clients without manual intervention and for individual accounts this can exceed 70%.

In this environment, the days of the manual service desk are numbered, and some organizations are already seeing the traditional service desk being replaced by a fully digital Level 1 IT service, with remaining service desk staff relocated into Level 2 teams. This trend will continue to accelerate, but will require a higher level of business-facing skills in resolver staff to deal with the higher-value, nonautomatable incidents that remain, making these roles more senior and harder to recruit. At the same time, such digital channel shift of contact resolution will continue to result in ongoing unit price reductions on service desk, of roughly 3% to 5% per user per year, and also deliver service quality improvements. Providers in or near the Leaders quadrant of this Magic Quadrant tend to be the strongest on these approaches, though other providers may have particular areas of specialism, such as deployment of chatbots or strong self-service capabilities.

Focus on Sustainability and Productivity

The last year has seen an increased focus from both European buyers and providers on the longer-term environmental impacts of workplace services. As part of the selection process, clients increasingly want providers that are prepared to make contractual commitments to reduce carbon dioxide emissions by optimizing electricity usage. Some providers – primarily Europe- and Japan-based ones – are responding to this by explicitly messaging to sustainability improvements by reducing energy consumption as part of their MWS offerings. At the same time, the focus on sustainability extends beyond endpoints, and a major theme is the reduction in the

workers required for digital MWS services by increased digital delivery. As automation and analytics drive up the productivity within providers' offerings, they require fewer staff and so are able to commit to reductions in the carbon and ecological footprint of their MWS offerings. With European businesses increasingly conscious of their need to demonstrate green operations, Gartner expects this trend to accelerate in coming years.

Acronym Key and Glossary Terms

OCM	organizational change management
UX	user experience
XLA	experience-level agreement
EX	employee experience
SDN	software-defined network

Evidence

¹ The evaluation of providers' capabilities for this Magic Quadrant and the related Critical Capabilities document came from both primary and secondary research carried out by Gartner. The primary research used for this Magic Quadrant includes:

- Webex briefings with the 19 participating service providers on their MWS capabilities in Europe.
- A detailed provider survey covering multiple MWS data points, from a 12-month period covering July 2019 to June 2020, with comparison to the same data from the equivalent period for the prior year. The gathered data included geographic capabilities, revenue, staffing, scale and operations of service desk offerings, scale and operations of desktop, laptop and mobility offerings, and scale and nature of digital workplace transformation capabilities.

Secondary research used for this Magic Quadrant includes the following, all taken from the last 12 months:

- Client inquiries taken by Gartner on a provider's MWS capabilities.
- Client satisfaction and verbatim comments on the performance of individual providers taken from client reviews on Gartner's Peer Insights forum.
- Insight from other Gartner analysts who have spoken with the providers or have spoken to clients of the providers about its MWS offerings.

- Briefings delivered by providers to Gartner outside of the Magic Quadrant and Critical Capabilities processes on aspects of a provider's MWS capabilities.
- Press releases and publicly available information, including company websites and financial reports.
- Views and comments provided by other Gartner analysts as part of the peer review process.

² See data from Gartner research: [Forecast Analysis: Remote Workers Forecast, Worldwide](#), August 2020.

Evaluation Criteria Definitions

Ability to Execute

Product/Service: Core goods and services offered by the vendor for the defined market. This includes current product/service capabilities, quality, feature sets, skills and so on, whether offered natively or through OEM agreements/partnerships as defined in the market definition and detailed in the subcriteria.

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

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

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

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

Customer Experience: Relationships, products and services/programs that enable clients to be successful with the products evaluated. Specifically, this includes the ways customers receive technical support or account support. This can also include ancillary tools, customer support programs (and the quality thereof), availability of user groups, service-level agreements and so on.

Operations: The ability of the organization to meet its goals and commitments. Factors include the quality of the organizational structure, including skills, experiences, programs, systems and

other vehicles that enable the organization to operate effectively and efficiently on an ongoing basis.

Completeness of Vision

Market Understanding: Ability of the vendor to understand buyers' wants and needs and to translate those into products and services. Vendors that show the highest degree of vision listen to and understand buyers' wants and needs, and can shape or enhance those with their added vision.

Marketing Strategy: A clear, differentiated set of messages consistently communicated throughout the organization and externalized through the website, advertising, customer programs and positioning statements.

Sales Strategy: The strategy for selling products that uses the appropriate network of direct and indirect sales, marketing, service, and communication affiliates that extend the scope and depth of market reach, skills, expertise, technologies, services and the customer base.

Offering (Product) Strategy: The vendor's approach to product development and delivery that emphasizes differentiation, functionality, methodology and feature sets as they map to current and future requirements.

Business Model: The soundness and logic of the vendor's underlying business proposition.

Vertical/Industry Strategy: The vendor's strategy to direct resources, skills and offerings to meet the specific needs of individual market segments, including vertical markets.

Innovation: Direct, related, complementary and synergistic layouts of resources, expertise or capital for investment, consolidation, defensive or pre-emptive purposes.

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

independence and objectivity. Its research is produced independently by its research organization without input

or influence from any third party. For further information, see "[Guiding Principles on Independence and Objectivity](#)."

[About](#) [Careers](#) [Newsroom](#) [Policies](#) [Site Index](#) [IT Glossary](#) [Gartner Blog Network](#) [Contact](#) [Send Feedback](#)



© 2021 Gartner, Inc. and/or its Affiliates. All Rights Reserved.