ISG Provider Lens®

Multi Public Cloud Services

A research report comparing provider strengths, challenges and competitive differentiators

Customized report courtesy of:

unisys

QUADRANT REPORT | DECEMBER 2025 | U.S. PUBLIC SECTOR

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Report Author: Shashank Rajmane and Yatharth Bharti

SLED agencies' cloud journey comprises of cautious compliance approach and an aggressive improvement in citizen experiences

Cloud computing has become foundational to modernizing U.S. government operations. Federal cloud spending has surpassed $10 billion annually, with demand growing for scalable, compliant services for U.S sovereign regions such as AWS GovCloud, Azure Government and Oracle Government Cloud. State, Local and Education (SLED) agencies are also embracing hybrid and multicloud models to handle data residency, sovereignty and cost-efficiency requirements, while maintaining control over sensitive workloads. These agencies handle massive volumes of sensitive data (related to tax, health or education records); historically, each state and local entity had unique compliance requirements, making it difficult for providers to offer a common service portfolio, while concurrently complying with varied standards of local and state public sector organizations.

However, the emergence of StateRAMP, modeled after the federal FedRAMP framework, is transforming this landscape, where the former includes a unified security assessment and authorization process for cloud service providers , reducing duplication of effort, lowering technical debt and assuring consistent security across multiple jurisdictions. SLED organizations are also increasingly harmonizing their security practices with federal standards such as NIST and FedRAMP, as well as industry-specific frameworks such as HIPAA for healthcare. This approach allows agencies to build on existing certifications rather than starting from scratch, thereby streamlining procurement and accelerating the adoption of secure cloud solutions.

Also, the growing emphasis on data residency and sovereignty, driven by evolving state-level privacy laws, is influencing the way SLED agencies are selecting cloud service providers.

SLED agencies ease **citizen interactions** and **urgent crisis response**, prioritizing **agility**

Many now prefer U.S. government-designated sovereign regions such as AWS GovCloud or Azure Government that ensure sensitive data remains within defined geographic boundaries while complying with local and state regulatory requirements. Additionally, organizations in the U.S. public sector are leveraging public cloud's resilience to move critical systems off-premises. This strategy ensures the consistent availability of essential public services together with data protection during natural disasters or local outages, dramatically improving their ability to manage crises.

Several trends are shaping the public cloud landscape within the U.S. public sector in 2025, brought about by new policies for AI adoption and evolving procurement priorities across federal and local agencies:

Growing GenAI and agentic AI adoption: Generative AI (GenAI) integration is accelerating across agencies, with public sector leaders increasingly recognizing its strategic importance. Under the 2025 AI Action Plan released by the new administration, AI deployments in public sector organizations will prioritize responsible use of the technology by incorporating transparency, bias mitigation and explainability frameworks. AI-driven automation now underpins public services, from automated citizen engagement and grants management to the use of real-time analytics for defense and healthcare domains. Also, there is a push to integrate AI and ML technologies for public-facing services such as automated chat support, intelligent document processing, alongside core mission functions such as predictive maintenance and data analysis.

Cloud security and compliance dominating procurement: The adoption and use of cloud solutions in the government continue to be guided by FedRAMP, CMMC and NIST 800-171 frameworks/standards. Providers are developing Zero Trust, AI-audited and continuous monitoring capabilities, tailored for public sector workloads. Security integration is now viewed as a shared mission with agencies embedding cybersecurity and incident response directly into cloud procurement and contract scoring models.

Increasing shift toward federated cloud models: SLED agencies are preferring to move to federated cloud by leveraging public cloud infrastructure, which connects multiple government-approved cloud environments, to operate across different jurisdictions with flexibility and security. By linking clouds that meet regulatory and compliance standards, agencies can share data and applications seamlessly while maintaining control over sensitive information. This approach reduces vendor lock-in, enhances interoperability and simplifies compliance for multijurisdictional operations, allowing agencies to adopt best-fit solutions without compromising on governance or security.

Bridging the talent and resource gap: Federal and local governments often face the challenge of attracting and retaining top cloud talent due to lower remuneration compared with the private sector and strict local residency requirements. To bridge this skills gap, many SLED agencies are increasingly partnering with cloud vendors and system integrators (SIs) to deliver fully managed cloud services by outsourcing complex engineering, migration and operational functions to trusted experts who ensure security, compliance and efficiency.

Edge computing is seeing increased demand: Edge computing is gaining traction in public safety, utilities and local governments. By moving compute power in proximity to t to real-time crime centers, emergency management systems and smart city infrastructure, SLED agencies can process data instantly at/near devices, instead of routing the data to a central cloud, which eases real-time decision-making in critical areas such as traffic monitoring, disaster response and law enforcement, while concurrently minimizing network delays and improving reliability at the community level. Edge clouds are reshaping service delivery and operational agility for SLED agencies.

Public cloud adoption by SLED agencies primarily focuses on compliance and efficiency, with the agencies adopting hybrid and multicloud models to enhance resilience and empower citizen services with emerging AI and ML tools. This approach also involves leveraging sovereign cloud zones and edge computing for enhanced disaster recovery and field operations, alongside specific integrations for educational data platforms.

Provider Positioning

Page 1 of 4

	Consulting and Transformation Services	Managed Services with Integrated FinOps	Hyperscale Infrastructure and Platform Services	SAP HANA Infrastructure Services
Accenture	Leader	Leader	Not In	Not In
Atos	Contender	Product Challenger	Not In	Not In
AWS	Not In	Not In	Leader	Leader
Capgemini	Product Challenger	Product Challenger	Not In	Not In
CDW	Contender	Contender	Not In	Not In
CGI	Leader	Leader	Not In	Not In
Cognizant	Contender	Contender	Not In	Not In
Deloitte	Leader	Leader	Not In	Not In
DigitalOcean	Not In	Not In	Contender	Not In

Provider Positioning

Page 2 of 4

	Consulting and Transformation Services	Managed Services with Integrated FinOps	Hyperscale Infrastructure and Platform Services	SAP HANA Infrastructure Services
DXC Technology	Product Challenger	Product Challenger	Not In	Not In
ECS	Contender	Contender	Not In	Not In
Ensono	Product Challenger	Product Challenger	Not In	Not In
EY	Contender	Not In	Not In	Not In
Fujitsu	Product Challenger	Product Challenger	Not In	Not In
General Dynamics	Product Challenger	Product Challenger	Not In	Not In
Google	Not In	Not In	Leader	Product Challenger
HPE	Not In	Not In	Product Challenger	Product Challenger
IBM	Leader	Leader	Leader	Leader

Provider Positioning

Page 3 of 4

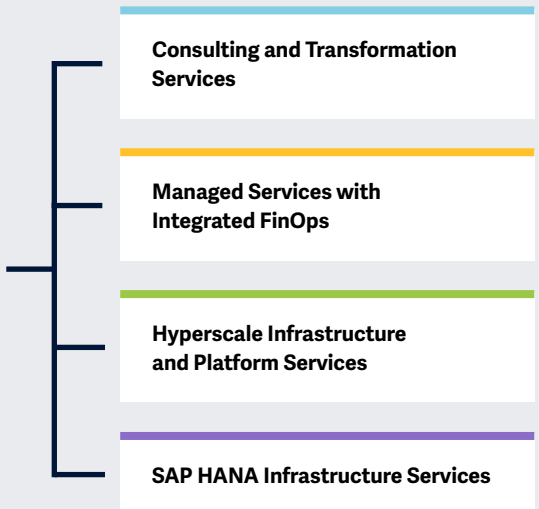
	Consulting and Transformation Services	Managed Services with Integrated FinOps	Hyperscale Infrastructure and Platform Services	SAP HANA Infrastructure Services
Infosys	Leader	Product Challenger	Not In	Not In
KPMG	Contender	Not In	Not In	Not In
Kyndryl	Leader	Leader	Not In	Not In
Microsoft	Not In	Not In	Leader	Leader
NTT DATA	Leader	Leader	Not In	Not In
Oracle	Not In	Not In	Rising Star ★	Not In
OVHcloud	Not In	Not In	Contender	Not In
Rackspace Technology	Leader	Leader	Not In	Not In
Red River	Product Challenger	Contender	Not In	Not In

Provider Positioning

Page 4 of 4

	Consulting and Transformation Services	Managed Services with Integrated FinOps	Hyperscale Infrastructure and Platform Services	SAP HANA Infrastructure Services
SAP	Not In	Not In	Not In	Leader
Syntax	Not In	Not In	Not In	Contender
TCS	Product Challenger	Product Challenger	Not In	Not In
Unisys	Leader	Leader	Not In	Not In
Wipro	Product Challenger	Product Challenger	Not In	Not In
Zensar Technologies	Product Challenger	Rising Star ★	Not In	Not In
Zones	Market Challenger	Not In	Not In	Not In

This study focuses on what ISG perceives as the most critical **multi public cloud services** for U.S. public sector clients in 2025.



Simplified Illustration Source: ISG 2025

Definition

This study evaluates providers in the public cloud and AI services ecosystem that deliver consulting, transformation, managed services, FinOps, sovereign infrastructure, cloud-native platforms and SAP-centric capabilities designed to meet the distinct needs of U.S. public sector organizations, including state, local and educational (SLED) agencies. These providers enable SLED institutions to modernize legacy systems, ensure compliance, enhance operational resilience and scale secure multicloud and AI-native environments through automation, GenAI and advanced optimization frameworks.

In the public sector, cloud adoption in the SLED space is essential. Beyond cost efficiency and scalability, public agencies embrace cloud and AI to drive innovation in citizen services, improve sustainability outcomes and enforce strict regulatory and data sovereignty mandates.

The demand for FinOps governance, AI orchestration and secure hybrid cloud models is rising. As intelligent automation reshapes operational workflows, SLED organizations are shifting from reactive IT management to proactive and AI-augmented service delivery. Priorities such as sovereignty, sustainability, workload portability and encryption frameworks such as hold your own key (HYOK) are foundational for secure and jurisdiction-compliant operations.

SLED agencies are increasingly leveraging GenAI and agentic AI to boost staff productivity, enhance educational outcomes and create responsive digital services for citizens. To succeed in this highly regulated and mission-driven environment, providers must combine strong technical expertise with public sector acumen and a clear commitment to compliance, resilience and long-term value.

Scope of the Report

This ISG Provider Lens® quadrant report covers the following four quadrants for services: Consulting and transformation services, Managed services with integrated FinOps, Hyperscale Infrastructure and Platform services and SAP HANA Infrastructure services

This ISG Provider Lens® study offers IT decision-makers:

- Transparency on the strengths and weaknesses of relevant providers
- A differentiated positioning of providers by segments (quadrants)
- Focus on the regional market

Our study serves as the basis for important decision-making by covering providers' positioning, key relationships and go-to-market considerations. ISG advisors and enterprise clients also use information from these reports to evaluate their existing vendor relationships and potential engagements.

Provider Classifications

The provider position reflects the suitability of providers for a defined market segment (quadrant). Without further additions, the position always applies to all company sizes classes and industries. In case the service requirements from enterprise customers differ and the spectrum of providers operating in the local market is sufficiently wide, a further differentiation of the providers by performance is made according to the target group for products and services. In doing so, ISG either considers the industry requirements or the number of employees, as well as the corporate structures of customers and positions providers according to their focus area. As a result, ISG differentiates them, if necessary, into two client target groups that are defined as follows:

- **Midmarket:** Companies with 100 to 4,999 employees or revenues between $20 million and $999 million with central headquarters in the respective country, usually privately owned.
- **Large Accounts:** Multinational companies with more than 5,000 employees or revenue above $1 billion, with activities worldwide and globally distributed decision-making structures.

The ISG Provider Lens® quadrants are created using an evaluation matrix containing four segments (Leader, Product & Market Challenger and Contender), and the providers are positioned accordingly. Each ISG Provider Lens® quadrant may include a service provider(s) which ISG believes has strong potential to move into the Leader quadrant. This type of provider can be classified as a Rising Star.

- **Number of providers in each quadrant:** ISG rates and positions the most relevant providers according to the scope of the report for each quadrant and limits the maximum of providers per quadrant to 25 (exceptions are possible).

Provider Classifications: Quadrant Key

Product Challengers offer a product and service portfolio that reflect excellent service and technology stacks. These providers and vendors deliver an unmatched broad and deep range of capabilities. They show evidence of investing to enhance their market presence and competitive strengths.

Leaders have a comprehensive product and service offering, a strong market presence and established competitive position. The product portfolios and competitive strategies of Leaders are strongly positioned to win business in the markets covered by the study. The Leaders also represent innovative strength and competitive stability.

Contenders offer services and products meeting the evaluation criteria that qualifies them to be included in the IPL quadrant. These promising service providers or vendors show evidence of rapidly investing in products/ services and follow sensible market approach with a goal of becoming a Product or Market Challenger within 12 to 18 months.

Market Challengers have a strong presence in the market and offer a significant edge over other vendors and providers based on competitive strength. Often, Market Challengers are the established and well-known vendors in the regions or vertical markets covered in the study.

★ **Rising Stars** have promising portfolios or the market experience to become a Leader, including the required roadmap and adequate focus on key market trends and customer requirements. Rising Stars also have excellent management and understanding of the local market in the studied region. These vendors and service providers give evidence of significant progress toward their goals in the last 12 months. ISG expects Rising Stars to reach the Leader quadrant within the next 12 to 24 months if they continue their delivery of above-average market impact and strength of innovation.

Not in means the service provider or vendor was not included in this quadrant. Among the possible reasons for this designation: ISG could not obtain enough information to position the company; the company does not provide the relevant service or solution as defined for each quadrant of a study; or the company did not meet the eligibility criteria for the study quadrant. Omission from the quadrant does not imply that the service provider or vendor does not offer or plan to offer this service or solution.

Consulting and Transformation Services

Who Should Read This Section

This report is valuable for providers offering **consulting and transformation services** in the **U.S. public sector** to understand their market position and for enterprises looking to evaluate these providers. In this quadrant, ISG highlights the current market positioning of these providers based on the depth of their service offerings and market presence.

IT and Infrastructure leaders

Should read this report to analyze consulting and transformation service providers' modernization and service capabilities, assessing those that offer innovative solutions aligned with evolving technology trends. Understanding these market advancements is critical for IT executives to shape effective, future-proof public cloud strategies and ensure their organizations maintain competitive agility and resilience.

Software development and technology leaders

Should examine this report to gain insights into providers' strategic positioning, technological expertise and innovation in infrastructure transformation initiatives. This knowledge empowers them to align internal software development and technology road maps with external expertise that drives efficient and impactful digital transformation.

Sourcing, procurement and vendor management professionals

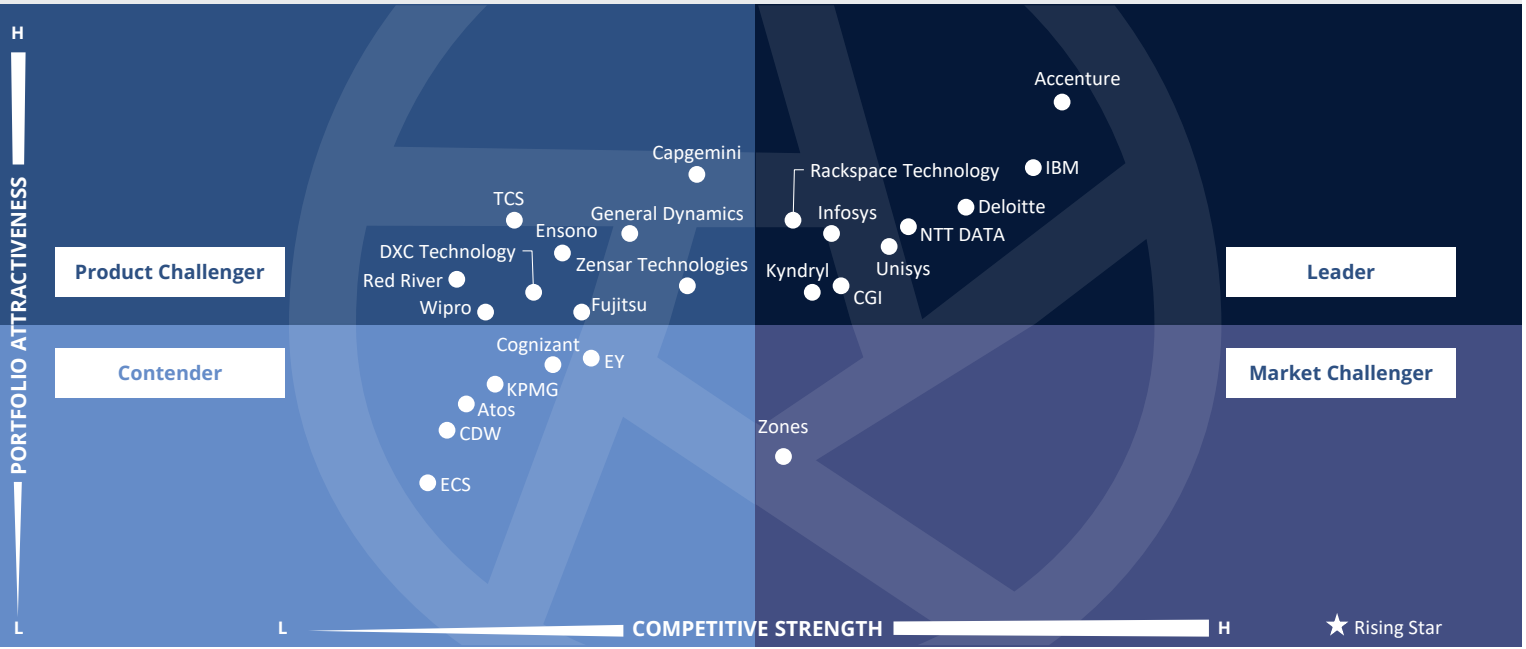
Should utilize this report to better understand the current landscape and partner ecosystem of consulting and transformation services in the U.S. public sector. A deeper understanding of provider competencies, differentiation and market presence supports informed vendor selection and negotiation strategies, ensuring optimal partnerships that deliver immediate value and sustainable long-term benefits.

ISG Provider Lens®

Source: ISG RESEARCH

Multi Public Cloud Services Consulting and Transformation Services

U.S. Public Sector 2025



This quadrant evaluates providers offering multicloud consulting and transformation services that **foster, enable, support** and **sustain** the efficient and effective adoption and use of **multiple public cloud** infrastructure for U.S. public sector clients.

Shashank Rajmane

Definition

This quadrant evaluates providers that offer consulting and technical support services to modernize, optimize and transform enterprise IT environments through cloud adoption. These providers help clients navigate multicloud complexity, industry-specific demands and AI integration to achieve agility, resilience and scalability.

Top providers deliver the following:

- Consulting services
    - Transformation road maps, business case development and workload modernization
    - Cloud-native strategy design (including APIs, containers and serverless computing)
- Transformation services
    - Design, migration and configuration of cloud-native and AI-native architectures
    - Integration of DevSecOps, AIOps, GenAI and FinOps capabilities
- Compliance and governance services
    - Establishing policy frameworks aligned with federal, state and education regulations (e.g., CJIS, FedRAMP, FERPA)
    - Creating essential guardrails such as HYOK and role-based encryption to implement GenAI solutions by adhering to sovereignty and security requirements

Eligibility Criteria

1. Demonstrated business in **planning and delivering multicloud services for public sector** clients, especially in SLED agencies, including compliance with sector-specific regulations
2. **Ability to design and implement cloud transformation strategies** that integrate cloud-native services (containers, APIs, serverless), GenAI, AIOps, FinOps and sovereignty-aware models
3. Proven experience in conducting environment assessments and **optimizing legacy systems** to prevent technical debt and support long-term agility
4. **Expertise in cloud application migration** using automation engines, preconfigured templates and public sector-compliant blueprints
5. **Certified delivery capabilities across at least two major hyperscalers** (e.g., AWS GovCloud, Microsoft Azure Government, Google Cloud, Oracle Cloud)
6. Experience with **GenAI-powered services** for automation, documentation, chatbots and knowledge retrieval tailored for public services
7. **Utilization of AI-native toolsets,** pretrained models or domain-specific agents for assessment and planning (preferred)
8. Development or adoption of **public sector-ready AI assets,** responsible AI frameworks or regulatory-compliant design accelerators (preferred)

Observations

This year's research highlights a clear shift from one-off projects to platform-based operating models. Providers now differentiate by turning playbooks into products using policy-as-code baselines, modernization factories and sector templates that help SLED agencies move from assessment to operations faster, with audit-ready controls. Agentic AI is now embedded across discovery, development and governance, accelerating delivery but increasing the need for oversight. The new advantage lies in procurement-aligned engineering teams that translate funding, contracts and compliance complexity into delivery speed without resorting to lift-and-shift tactics.

State and local agencies now require proof of outcomes rather than mere plans. They expect prenegotiated procurement paths and grant guidance, derisked mainframe and ERP exits, and AI governance aligned with CJIS, IRS 1075 and HIPAA standards. FinOps is evolving into continuous value management, balancing cost, reliability, carbon impact and citizen experience. Buyers demand built-in cyber resilience, data lifecycle governance and portable architectures that prevent vendor lock-in. They also value shared services for cross-agency reuse and workforce training programs that extend beyond the integrator's tenure.

Leading service providers are defining SLED *golden paths* by embedding agentic AI into delivery and packaging domain solutions for permitting, ERP, labor and public safety. They are linking optimization to sustainability metrics, expanding access through state cooperatives and funding advisory and designing policy-as-code operations that agencies can sustain independently. To lead in the next phase, providers must simplify multicloud into secure, opinionated architectures, commit to outcome-based SLAs, strengthen change management and skills transfer and avoid hybrid lift-and-shift models that limit long-term value.

From the 34 companies assessed for this study, 25 qualified for this quadrant, with 9 being Leaders.

accenture

Accenture leverages AI and GenAI technologies to improve its cloud transformation services across all aspects and tiers of government and educational institutions. Engagements emphasize customized transformation road maps aligned with agency objectives and technology adoption patterns.

CGI

CGI has streamlined buying and procurement processes and delivery by pivoting from projects to configurable business platforms. It has now emphasized and invested in repeatable, auditable outcomes that can be scaled across SLED agencies.

Deloitte.

Deloitte has strengthened governance-first modernization at scale, focusing on enterprise adoption and value realization. This approach moves agencies decisively from proofs to secure, cross-department operations.

IBM

IBM is positioned as a reference architecture steward for regulated AI and hybrid cloud operations, emphasizing automated controls and portability so that policy assurance and vendor choice coexist in complex SLED estates.

Infosys

Infosys has developed industrialized pipelines, observability and recovery patterns through a product-grade engineering approach, enabling resilient and cost-efficient AI rollouts as a part of its end-to-end cloud transformations.

kyndryl

Kyndryl has adopted an operate while-modernize strategy that preserves continuity yet sequences change to unlock targeted cloud value over multiyear transformation engagements.

NTT DATA has advanced policy-guided automation and safer legacy exits across SLED portfolios by combining financial governance with sustainability reporting, making modernization evidence-ready.

Rackspace Technology has shifted to automation-centric, funding-aware engagements that standardize operating models and maintain control observability, increasing agency self-sufficiency and optimizing speed to value.

Unisys, amid funding pressures, has leaned on trusted execution and industry knowledge, framing cloud programs around defensible compliance narratives and measurable service gains to sustain momentum.

Leader

"Unisys has a deep understanding of the public sector, providing tailored cloud transformation solutions that address the specific needs of government agencies. This enables it to deliver services that enhance data security and improve citizen engagement."

Shashank Rajmane

Unisys

Overview

Unisys is headquartered in Pennsylvania, U.S. It has more than 15,900 employees across 20 countries. In FY24, the company generated $2.0 billion in revenue, with Enterprise Computing Solutions as its largest segment. The company serves various sectors, including the public sector, providing tailored solutions aimed at enhancing operational efficiency and innovation for government entities. The firm offers a range of cloud transformation services and solutions, including AI-ready infrastructure designs, migration frameworks, GenAI-infused service delivery. With strong partnerships with AWS and Microsoft Azure, it has developed robust offerings for U.S. public sector clients.

Strengths

Robust security and compliance: Unisys prioritizes cybersecurity and compliance in its public sector offerings to safeguard sensitive government and citizen data. The company ensures all cloud transformation services and solutions meet rigorous federal standards, including FedRAMP and FISMA. This commitment to building a secure foundation instills confidence in SLED agencies, assuring them that their data will be protected throughout the cloud adoption lifecycle while maintaining the highest level of trust.

Tailored solutions for the U.S. public sector: Unisys collaborates with various U.S. SLED organizations to drive innovation in public cloud service delivery. These partnerships facilitate the development of customized solutions that address the unique challenges faced by public sector clients. It has established a cloud center of excellence, specifically designed to meet public sector requirements. This flexibility is crucial for agencies navigating evolving regulatory environments and public expectations.

Data-driven transformation: Unisys empowers public sector clients with advanced data analytics solutions, enabling them to make smarter, data-driven cloud transformation decisions. By transforming citizens' data into actionable insights, Unisys ensures agencies can improve their services, enhance citizen experience and effectively address community needs.

Caution

With the new government restrictions and reductions in funding, the U.S. public sector market has seen significant declines in cloud transformation contracts. Also, several new providers are entering this space with innovative solutions. To win new deals, Unisys must adapt to the evolving changes and continuously innovate.

Managed Services with Integrated FinOps

Who Should Read This Section

This report is valuable for providers offering **managed services** in the **U.S. public sector** to understand their market position and for enterprises looking to evaluate these providers. In this quadrant, ISG highlights the current market positioning of these providers based on the depth of their service offerings and market presence.

IT and Infrastructure leaders

Should read this report to analyze managed service providers' modernization and service capabilities, assessing those that offer innovative solutions aligned with evolving technology trends. Understanding these market advancements is critical for IT executives to shape effective, future-proof public cloud strategies and ensure their organizations maintain competitive agility and resilience.

Software development and technology leaders

Should examine this report to gain insights into providers' strategic positioning, technological expertise and innovation in infrastructure transformation initiatives. This knowledge empowers them to align internal software development and technology road maps with external expertise that drives efficient and impactful digital transformation.

Sourcing, procurement and vendor management professionals

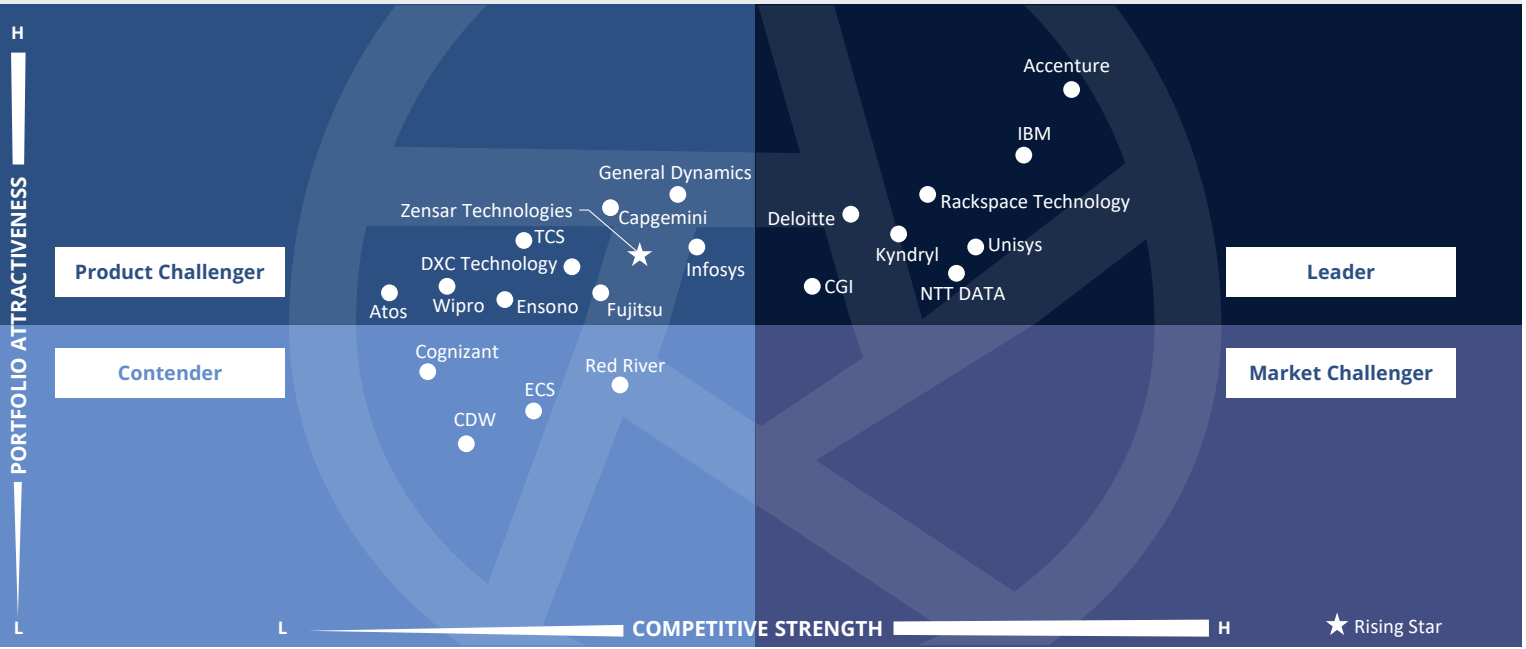
Should utilize this report to better understand the current landscape and partner ecosystem of managed services in the U.S. public sector. A deeper understanding of provider competencies, differentiation and market presence supports informed vendor selection and negotiation strategies, ensuring optimal partnerships that deliver immediate value and sustainable long-term benefits.

ISG Provider Lens®

Source: ISG RESEARCH

Multi Public Cloud Services
Managed Services with Integrated FinOps

U.S. Public Sector 2025



This quadrant assesses managed service providers for multicloud environments that help U.S. public sector clients efficiently and effectively use multiple public clouds, **with embedded FinOps for cost governance and optimization.**

Shashank Rajmane

Managed Services with Integrated FinOps

Definition

This quadrant evaluates providers that deliver AI-native and automation-first managed public cloud services, integrated with advanced FinOps capabilities. These providers go beyond routine operations by orchestrating secure, compliant and cost-efficient multi public cloud environments tailored for U.S. state, local and educational (SLED) agencies. Their offerings typically combine sovereign operations, AIOps, SRE practices and FinOps as code to align operational resilience with fiscal responsibility. Leading providers embed real-time financial optimization, predictive analytics and policy-driven controls into managed services platforms. They enable mission-driven outcomes, such as improved citizen services, transparency in public spending, sustainability-linked performance and accountability across grant and appropriation cycles. Their services also include GenAI workload management, outcome-based cost models and agent-assisted automation for compliance, reporting and incident response.

Eligibility Criteria

1. Proven delivery of managed public cloud services for **SLED clients**, including **compliance** with **regulatory** and grant-funded mandates
2. Expertise in **FinOps governance** with measurable **optimization** outcomes across at least two hyperscalers
3. Employment of **certified FinOps professionals** covering the **inform, optimize** and **operate** pillars
4. Use of **AI- and LLM**-based **orchestration for automation, financial controls** and **anomaly detection**
5. Integration of **sovereign operations**, such as **HYOK** and **data residency**, and **AI-native observability** for mission-critical workloads
6. Verified **hyperscaler partnerships** and **certifications** relevant to the U.S. public sector environments
7. Capability to implement **FinOps CoEs,** training programs and **showback/chargeback** models to promote **cross-agency** financial transparency

Observations

The managed services for the U.S. public sector quadrant have shifted from managed run and cost reporting to platform-engineered control planes that unify AIOps, SRE and FinOps-as-code under one policy framework. Competitive differentiation now depends on how deeply cost, compliance and sovereignty are embedded through budget-tied tagging guardrails, automated audit evidence, GPU-aware capacity planning and carbon tracking, rather than variety alone. The result is fewer manual tickets, faster recovery for citizen services and stronger alignment between reliability goals and funding cycles.

State and local agencies increasingly expect budget-aware reliability. They want SLAs that adapt to fiscal ceilings and grant timelines, not just uptime guarantees. Audit-grade visibility by program or grant, prebuilt policy packs for CJIS, FERPA and IRS 1075, 24×7 U.S.-citizen support and sovereign operations are now baseline expectations. Seamless integration with existing ITSM and ERP for chargeback and approvals is required, delivered without vendor lock-in.

Service providers are responding with converged control planes that connect ITSM, observability, security and FinOps, supported by policy libraries, self-healing automation and outcome-based frameworks such as gain-share or cost-to-serve caps. Service reliability objectives are directly linked to spend thresholds, with controls blocking noncompliant deployments, auto-generating audit artifacts and adjusting workloads based on cost, risk or carbon data. The providers that close gaps in shared responsibility, FedRAMP mapping, third-party integration and demonstrate measurable savings through auditable telemetry will define the next phase of mission-ready multicloud operations.

From the 34 companies assessed for this study, 22 qualified for this quadrant, with 8 being Leaders and one Rising Star.

accenture

Accenture is focusing on FinOps-led managed services as SLED agencies now demand cloud cost optimization. The firm has changed its perspective on helping SLED agencies from shortterm savings to sustained business impact via its advanced tools across multicloud.

CGI

CGI is shifting from project execution to operating-model ownership, codifying policy, simplifying procurement motions and tying financial guardrails to reliability goals. The firm has turned governance into a differentiator for SLED modernization.

Deloitte.

Deloitte emphasizes outcome-anchored run operations, institutionalizes fiscal accountability within a reliability engineering culture and aligns commercials to measurable service health. Cross-program orchestration is its signature in complex multicloud estates.

IBM

IBM positions its software estate as the control surface for public cloud run, while observability, automation and spend governance operating as one system. It has converted longstanding public sector trust into auditable, policy-first operations at scale.

kyndryl

Kyndryl operates as a neutral integrator, treating telemetry as the contract, so decisions flow from shared signals across stacks. It reframes managed services around platform engineering and sustainability-linked economics for SLED portfolios.

NTT DATA

NTT DATA serves as anintegrator of integrators for state and local programs, compressing time to compliance and cost rationalization through partner leverage. It prioritizes policy uniformity and rapid activation over bespoke builds for SLED agencies.

Rackspace Technology advances a unified service fabric focused on ticket prevention rather than processing. Delivery centers on automation-led payback and pragmatic guardrails that keep multicloud operations on plan for SLED agencies.

Unisys promotes hands-off operations for constrained agencies, coupling security lineage with practical automation. It is pivoting from tools to outcomes, reducing toil, standardizing operating patterns and readying teams for AI-era demands from SLED agencies.

Zensar Technologies integrates wiring cost and sustainability signals into daily delivery. Its standards-aware, target-driven, governance-centric model aligns with SLED requirements while prioritizing disciplined expansion.

Unisys

Leader

"Unisys leverages its AI-led platforms to enhance operational efficiency for its U.S. public sector clients. It effectively manages multi hybrid cloud environments while delivering strong cybersecurity services that align with the compliance and regulatory requirements of SLED agencies."

Shashank Rajmane

Overview

Unisys is headquartered in Pennsylvania, U.S. It has more than 15,900 employees across 20 countries. In FY24, the company generated $2.0 billion in revenue, with Enterprise Computing Solutions as its largest segment. The company serves various sectors, including the public sector, providing tailored solutions aimed at enhancing operational efficiency and innovation for government entities. The company offers a range of services and solutions, including cloud managed services, cybersecurity, data analytics and application transformation, with a focus on integrating AI and automation to support digital transformation for U.S. public sector organizations.

Strengths

AI-driven automation offering: Unisys has integrated AI and automation extensively into its managed services offering, including self-healing agents and zero-touch patching solutions. This approach enhances operational efficiency, enabling predictive management of IT environments and reducing the time and resources spent on manual interventions.

Secure SLED-specific solutions: Unisys has developed tailored solutions for various public sector entities. The firm also focuses on a secure-by-design strategy across its operations, embedding cybersecurity into every layer of its offerings. This includes advanced threat detection and response capabilities, which are crucial for protecting sensitive data in regulated environments. These specializations ensure that SLED agencies receive relevant and compliant solutions that address their distinct operational challenges.

Hybrid and multicloud ZeroOps delivery: Unisys specializes in managing complex hybrid cloud environments through its Cloud IT Frameworks and solutions, which use AI-driven automation, hyperautomation and embedded security to create ZeroOps environments. This expertise helps SLED agencies seamlessly operate and manage their cloud infrastructures while ensuring compliance with regulatory standards. It also reduces operational overhead and enhances cost efficiency.

Caution

Many U.S. public sector organizations are not adequately prepared to manage large-scale AI workloads yet, despite an increasing emphasis on AI readiness. Unisys must prioritize educating these SLED agencies about the benefits of leveraging AI technologies to improve citizen experience and reduce costs.

Hyperscale Infrastructure and Platform Services

Who Should Read This Section

This report is valuable for providers offering **hyperscale infrastructure and platform services** in the **U.S. public sector** to understand their market position and for enterprises looking to evaluate these providers. In this quadrant, ISG highlights the current market positioning of these providers based on the depth of their service offerings and market presence.

IT and Infrastructure leaders

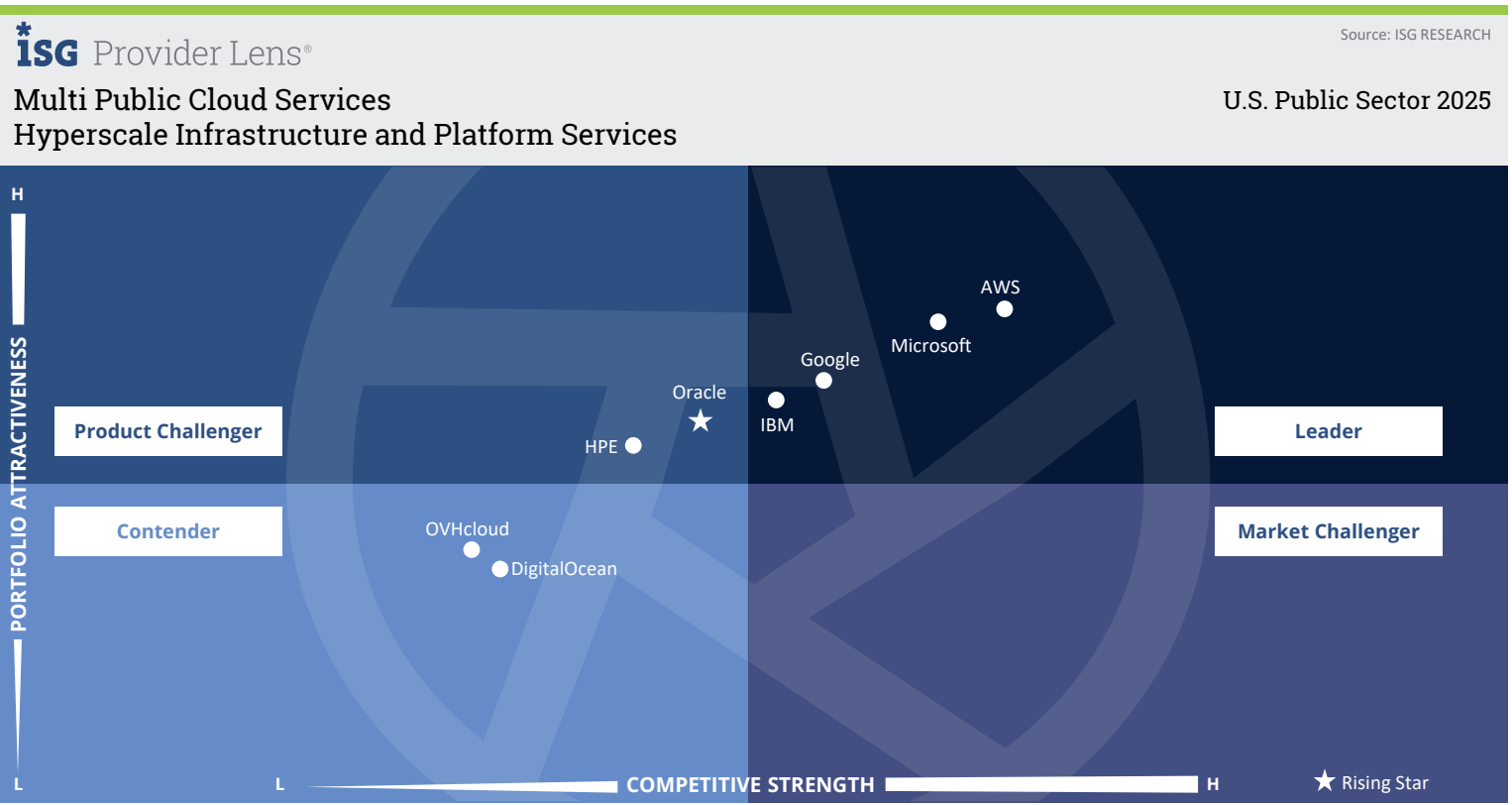
Should read this report to analyze hyperscale infrastructure and platform service providers' modernization and service capabilities, assessing those that offer innovative solutions aligned with evolving technology trends. Understanding these market advancements is critical for IT executives to shape effective, future-proof public cloud strategies and ensure their organizations maintain competitive agility and resilience.

Software development and technology leaders

Should examine this report to gain insights into providers' strategic positioning, technological expertise and innovation in infrastructure transformation initiatives. This knowledge empowers them to align internal software development and technology road maps with external expertise that drives efficient and impactful digital transformation.

Sourcing, procurement and vendor management professionals

Should utilize this report to better understand the current landscape and partner ecosystem of hyperscale infrastructure and platform services in the U.S. public sector. A deeper understanding of provider competencies, differentiation and market presence supports informed vendor selection and negotiation strategies, ensuring optimal partnerships that deliver immediate value and sustainable long-term benefits.



This quadrant evaluates providers of **highly scalable, on-demand, subscription-based public cloud infrastructure, middleware** and software **solutions** designed to meet the unique needs of U.S. public sector organizations.

Shashank Rajmane

Definition

This quadrant evaluates hyperscalers offering infrastructure-as-a-service (IaaS) and platform-as-a-service (PaaS) capabilities for public sector needs, particularly for SLED organizations. These providers enable secure, scalable and AI-native platforms that support digital transformation, GenAI workloads and modern application development within regulated environments.

Leading hyperscalers' capabilities include:

- Self-service IaaS for compute, storage, networking, HPC and ML/GenAI acceleration
- Modern PaaS for containerized, event-driven and microservice-based workloads
- Integrated AI platforms offering access to LLMs, tuning pipelines and RAG frameworks
- Developer-ready software development kits (SDKs) for cloud-native, edge-aware and agent-centric apps
- Marketplaces with curated third-party tools and SLED-specific blueprints
- Sovereign-by-design infrastructure for data residency, encryption and compliance
- Sustainable cloud operations with clean energy commitments
- High-bandwidth and globally scalable cloud zones supporting mission resilience

Eligibility Criteria

1. Offer a comprehensive IaaS portfolio, including **ML- and HPC-optimized** compute instances, container services, serverless platforms, backup solutions, storage tiering and network orchestration optimized for public sector clients
2. Showcase **dedicated infrastructure for AI and ML**, including specialized silicon, GPU/TPU clusters, access to foundational LLMs and managed AI infrastructure services
3. Expertise in orchestrating **agent-based computing** across cloud regions, supporting real-time, autonomous workloads
4. Offer **low-latency, high-bandwidth** and **sovereign** environments to orchestrate agents across public cloud environments for SLED agencies
5. Offer transparent and flexible **billing models,** including on-demand, reserved, spot and sustainable pricing tiers with public pricing disclosures
6. Sovereign environments with encryption control, data locality guarantees and compliance with FedRAMP, StateRAMP, CJIS, ISO 27001, etc.
7. Have **an extensive partner ecosystem,** offering training, developer enablement, certification programs and coinnovation initiatives to accelerate cloud adoption and enhance maturity
8. Offer **clean energy** and **carbon-reduction** programs
9. Provide support for IaC and **serverless computing** with **automated provisioning**, event triggering and failover

Observations

Cloud providers have shifted from meeting checkbox compliance to delivering operational sovereignty with AI at scale. Providers are now focusing on reducing contracting obstacles, accreditation timelines, ensuring GPU availability and maintaining predictable costs across multicloud environments. Sovereign regions, confidential computing, policy-as-code landing zones and curated marketplaces are now standard. The next differentiator is inter-cloud adjacency, which provides secure, low-latency connectivity that allows SLED agencies to place data and workloads where they perform best while maintaining governance integrity intact.

SLED agencies are taking a pragmatic approach to provide secure modernization without budget shocks. They expect commercial-grade capabilities in government regions, strict data residency, key control and cloud-native architecture using Kubernetes or serverless technologies. AI must be governed throughout its lifecycle, from model selection to auditability. Procurement speed is becoming as critical as technology itself. SLED agencies now value pre-negotiated contracts, transparent egress, GPU pricing, outcome-based SLAs and comanaged operations to address staffing gaps. Hyperscalers are productizing compliance and cost governance through preauthorized blueprints, ATO-as-code frameworks and FinOps features, including automated rightsizing and spending guardrails. GPU capacity commitments and SLED-focused marketplaces now package ISVs with reference architectures, providing a comprehensive solution for ISVs. Cross-cloud partnerships are reducing migration risks for database and HPC/AI workloads, while hybrid platforms are preserving existing on-premises investments.

From the 34 companies assessed for this study, 8 qualified for this quadrant, with 4 being Leaders and 1 Rising Star.

aws

AWS targets rapid ATOs and steady AI capacity for SLED organizations by industrializing compliance guardrails and partner-led landing zones. It has sharpened FinOps playbooks to curb budget drift, turning cost governance into a differentiator.

Google

Google Cloud leverages its data-first approach to create SLED accelerators and positions container-native patterns as a portable control plane across clouds. It has prioritized measurable outcomes for modernization and AI safety, tightening delivery discipline.

IBM

IBM Cloud serves as an orchestrator rather than a volume IaaS, focusing on governance-first AI and hybrid control. It has leveraged contract fluency to package compliant blueprints across on-premises and multicloud estates.

Microsoft

Microsoft Azure centers the operating model on identity, collaboration and zero trust. It has pushed parity between government and commercial estates, while advancing comanagement patterns aligned to Microsoft-first teams.

Oracle

Oracle (Rising Star) Cloud has aggressively pursued a multicloud strategy by partnering with other hyperscalers, notably Microsoft Azure and AWS, where it offers its database services directly connected to these hyperscalers, minimizing latency between clouds.

SAP HANA Infrastructure Services

Who Should Read This Section

This report is valuable for providers offering **SAP HANA infrastructure services** in the **U.S. public sector** to understand their market position and for enterprises looking to evaluate these providers. In this quadrant, ISG highlights the current market positioning of these providers based on the depth of their service offerings and market presence.

IT and Infrastructure leaders

Should read this report to analyze SAP HANA infrastructure service providers' modernization and service capabilities, assessing those that offer innovative solutions aligned with evolving technology trends. Understanding these market advancements is critical for IT executives to shape effective, future-proof public cloud strategies and ensure their organizations maintain competitive agility and resilience.

Software development and technology leaders

Should examine this report to gain insights into providers' strategic positioning, technological expertise and innovation in infrastructure transformation initiatives. This knowledge empowers them to align internal software development and technology road maps with external expertise that drives efficient and impactful digital transformation.

Sourcing, procurement and vendor management professionals

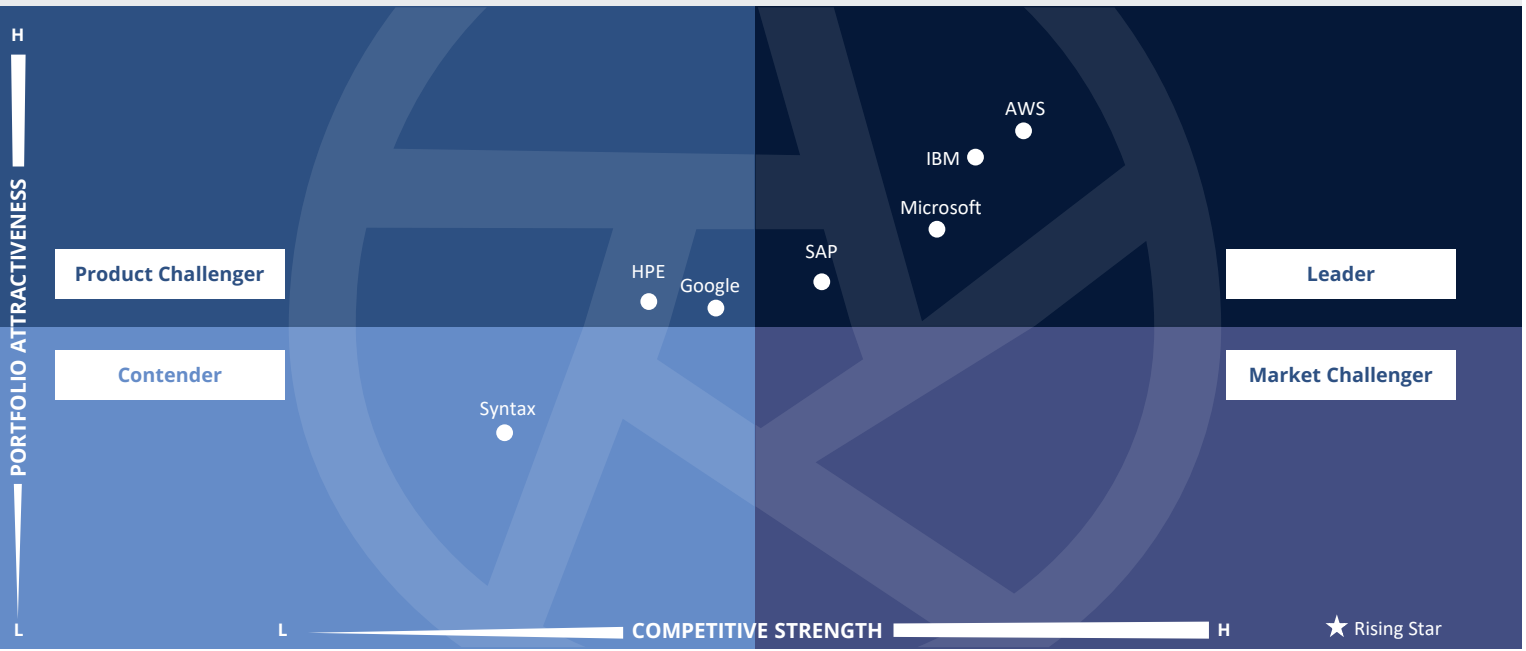
Should utilize this report to better understand the current landscape and partner ecosystem of SAP HANA infrastructure services in the U.S. public sector. A deeper understanding of provider competencies, differentiation and market presence supports informed vendor selection and negotiation strategies, ensuring optimal partnerships that deliver immediate value and sustainable long-term benefits.

ISG Provider Lens®

Source: ISG RESEARCH

Multi Public Cloud Services
SAP HANA Infrastructure Services

U.S. Public Sector 2025



This quadrant assesses providers offering **robust, secure** and **highly scalable** public cloud infrastructure to **host SAP's software portfolio**, particularly **SAP S/4HANA** and large-scale **HANA databases**, especially to U.S. public sector organizations.

Shashank Rajmane

Definition

This quadrant evaluates public cloud IaaS providers that offer certified, scalable and SAP-optimized platforms for public sector organizations to host SAP S/4HANA and SAP HANA database and related workloads. These providers offer robust infrastructure services aligned with SAP's performance, scalability and compliance standards while increasingly integrating AI-driven tools to accelerate migration for SLED agencies.

Providers' key service capabilities include:

- SAP-certified infrastructure components encompassing memory-intensive virtual machines (VMs) with over 6 TB capacity, flexible storage tiers, high-throughput networking and disaster recovery architecture across multiple regions and availability zones
- AI-powered assistants for SAP landscape sizing, architecture design, cost simulation, migration planning and dynamic configuration recommendations
- Integration with SAP-native tooling, including SAP LaMa, SAP Data Hub and certified third-party automation tools
- Support for both RISE with SAP and custom SAP hosting models
- Partner ecosystems, encompassing certified SAP service providers

Eligibility Criteria

1. Demonstrate expertise in **public sector SAP landscapes**, including application and data migration
2. Offer **SAP-certified compute and memory-optimized VMs** with scalability to support high-growth workloads and SAP HANA instances in various configurations
3. Have **data center presence** in the U.S. to ensure data locality and compliance with local regulations and certifications specific to the public sector
4. Support diverse **commercial models**, including on-demand, reserved and dedicated capacity options, along with transparent and competitive pricing
5. Have automated **backup and restore capabilities** integrated with SAP application consistency
6. Provide low-cost, long-term **storage** tiers for backup, archives and system copies
7. Actively participate in or ensure alignment with the **RISE with SAP program** and support migration to or from RISE architectures
8. Demonstrate structured **SAP migration methodologies** and **certified frameworks** to ensure a seamless transition from on-premises and legacy environments
9. Enable **AI-driven monitoring**, resource **optimization** and operational **analytics**

Observations

In the SAP HANA infrastructure services space, the focus has shifted from *who has the biggest HANA box to who can de-risk SAP modernization for SLED*. High-memory capacity is now standard and providers compete on sovereign-by-design controls, RISE-aligned accelerators and SLED-focused partner ecosystems. A major change is the compression of procurement and compliance cycles and the adoption of cooperative contracts. Built-in cost controls and audit-ready landing zones are reducing the time to accreditation and easing the transition from CapEx to OpEx, favoring those that unify compliance, procurement and operations in one auditable framework.

SLED agencies are now valuing outcome accountability over raw infrastructure scale. They expect presales support that reconciles SAP RISE and BYOL cost models, standardized blueprints that map FedRAMP to StateRAMP and transparent key-management and data-residency practices. Clear exit strategies, predictable budgets, zero-downtime migration paths, and domain-specific resilience, such as for tax cycles, benefits processing, or academic workloads are key priorities.

Hyperscalers are addressing these needs with structured migration-readiness assessments, prescriptive HANA reference designs and sovereign regions staffed with cleared personnel. They are pairing FinOps dashboards with policy-as-code guardrails, integrating with SAP lifecycle tools and expanding SLED-savvy delivery ecosystems. Enhanced SLAs, zone-aware architectures, rapid disaster recovery and cooperative procurement vehicles are reducing risk and friction. Remaining gaps include license remediation, ATO documentation and inconsistent OpEx governance maturity.

From the 34 companies assessed for this study, 7 qualified for this quadrant, with 4 being Leaders.

AWS has operationalized SLED modernization at scale, treating compliance, migration readiness and spend control as built-in features rather than projects. Its partner motion orchestrates repeatable cutovers and faster ATOs.

Microsoft

Microsoft has reframed the conversation from raw instance size to assured continuity. Governance-first blueprints, paired with deep ERP coengineering to present HANA instances as a dependable utility for always-on public services.

SAP has moved to own outcomes end-to-end by consolidating accountability for infrastructure and lifecycle management and aligning road maps to SLED agency imperatives. The goal is to minimize vendor sprawl, where upgrades and audits become routine rather than crises.

IBM (Rising Star) has positioned itself on control and choice with consistent HANA operations across heterogeneous estates, with a message that resonates in education and research seeking headroom without surrendering budget discipline.

Appendix

The ISG Provider Lens® 2025 – Multi Public Cloud Services study analyzes the relevant software vendors/service providers in the U.S. Public Sector market, based on a multi-phased research and analysis process and positions these providers based on the ISG Research methodology.

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The research and analysis presented in this report includes research from the ISG Provider Lens® program, ongoing ISG Research programs, interviews with ISG advisors, briefings with service providers and analysis of publicly available market information from multiple sources. The data collected for this report represent information that ISG believes to be current as of November 2025 for providers that actively participated and for providers that did not. ISG recognizes that many mergers and acquisitions may have occurred since then, but this report does not reflect these changes.

All revenue references are in U.S. dollars ($US) unless noted otherwise.

The study was conducted in the following steps:

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

Author

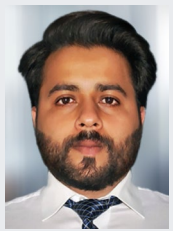
Shashank Rajmane

Manager and Principal Analyst

Shashank Rajmane has more than a decade of extensive experience in research and works as a Principal Analyst at ISG. He leads the efforts for ISG Provider Lens® studies — Public Cloud Services & Solutions and Private/Hybrid Cloud & Data Center Outsourcing Services. He also authors the U.S. and Global reports. Apart from these, Shashank has been part of many consulting engagements and helping ISG's enterprise clients with their cloud strategy, along with selecting the right service providers/ vendors based on their IT-related buying requirements.

He has authored several white papers, thought leadership articles, briefing notes, blogs and service provider intelligence reports, especially in the next-generation hybrid cloud and infrastructure services domain. Shashank has also delivered several workshops, webinars and podcasts and has been quoted in IT journals.

Research Analyst and Co-Author



Yatharth Bharti

Senior Research Analyst

Yatharth is a Senior Research Analyst at ISG. He is responsible for supporting and co-authoring Provider Lens® studies on Public Cloud and Private Hybrid Cloud Data Centre Solutions and Services. Yatharth supports the Lead Analysts in the research process on multiple regions and authors the global summary report, and focal points. He also collaborates with the Lead Analysts in the process of rating the providers and building insights around the market trends and drivers.

Yatharth has over 7 years of experience with a strong background in research, data analysis, and business analysis.

In his previous role, Yatharth oversaw custom research and analysis projects to support businesses in better decision-making. Specializing across various industries with Everest Group, Yatharth provided valuable insights and recommendations and led in-depth analyses of enterprises and their operations to provide tailored insights to the clients.

Study Sponsor

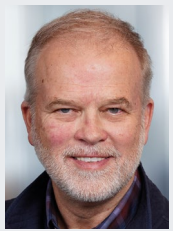
Heiko Henkes

Director and Principal Analyst

Heiko Henkes serves as Managing Director and Principal Analyst at ISG, where he oversees the Global ISG Provider Lens® (IPL) Program for all IT Outsourcing (ITO) studies alongside his pivotal role in the global IPL division as strategic program manager and thought leader for IPL Lead Analysts. Additionally, Henkes heads the Star of Excellence, ISG's global customer experience initiative, steering program design and its integration with IPL and ISG's sourcing practice.

His expertise lies in guiding companies through IT-based business model transformations, leveraging his deep understanding of continuous transformation, IT competencies, sustainable business strategies, and change management in a Cloud-AI-driven business landscape. Henkes is renowned for his contributions as a keynote speaker on digital innovation, where he shares insights on leveraging technology for business growth and transformation.

IPL Product Owner



Jan Erik Aase

Partner and Global Head – ISG Provider Lens®

Mr. Aase brings extensive experience in the implementation and research of service integration and management of both IT and business processes. With over 35 years of experience, he is highly skilled at analyzing vendor governance trends and methodologies, identifying inefficiencies in current processes, and advising the industry. Jan Erik has experience on all four sides of the sourcing and vendor governance lifecycle - as a client, an industry analyst, a service provider and an advisor.

Now as a research director, principal analyst and global head of ISG Provider Lens®, he is very well positioned to assess and report on the state of the industry and make recommendations for both enterprises and service provider clients.

ISG Provider Lens®

The ISG Provider Lens® Quadrant research series is the only service provider evaluation of its kind to combine empirical, data-driven research and market analysis with the real-world experience and observations of ISG's global advisory team. Enterprises will find a wealth of detailed data and market analysis to help guide their selection of appropriate sourcing partners.
ISG advisors use the reports to validate their own market knowledge and make recommendations to ISG's enterprise clients. The research currently covers providers offering their services across multiple geographies globally.

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The firm, founded in 2006, is known for its proprietary market data, in-depth knowledge of provider ecosystems, and the expertise of its 1,600 professionals worldwide working together to help clients maximize the value of their technology investments.

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DECEMBER, 2025

REPORT: MULTI PUBLIC CLOUD SERVICES