April 20, 2011 | Updated: May 4, 2011

The Forrester Wave™: SAP Services Providers, Q2 2011

by Liz Herbert

for Sourcing & Vendor Management Professionals

April 20, 2011 | Updated: May 4, 2011

The Forrester Wave™: SAP Services Providers, Q2 2011

Market Consolidation Continues; New Delivery And Pricing Models Prevail

by Liz Herbert
with Christine Ferrusi Ross, Bill Martorelli, and Rory Stanton

EXECUTIVE SUMMARY

The past two years have seen significant change in the SAP services market: acquisition and consolidation have run rampant, and new delivery models have changed the game for buyers and providers both. In Forrester's 65-criteria evaluation of SAP service providers we found that Accenture and IBM still lead the market for overall breadth and depth of offerings, with the greatest span of services offerings across the SAP life cycle (from advisory and process consulting through to implementation to support and hosting), industry expertise, and geographic reach. However, many options exist in this mature but rapidly changing market, from India-based firms like TCS, Wipro, Infosys, and HCL Axon to European-centric options like T-Systems and Logica to consultancies strongest in advisory — Deloitte and PwC.

TABLE OF CONTENTS

NOTES & RESOURCES

Forrester conducted SAP services evaluations in 2010 and interviewed 19 vendors and 186 user companies: Accenture, Capgemini, Ciber, Cognizant, CSC, Deloitte, Fujitsu, HCL Axon, HP, IBM, Infosys, Logica, Neoris, NTT Data Group, PwC, Siemens (SIS), T-Systems, TCS, and Wipro.

Related Research Documents

"Insights Into Real-World SAP Projects"
January 14, 2011

"Best Practices For Selecting And Managing Your SAP Implementation Provider"
May 18, 2009

"The Forrester Wave™: SAP Implementation Providers, Q3 2009"
August 10, 2009

THE SAP SERVICES MARKET IS UNDERGOING RAPID CHANGE

The SAP services market has seen a dramatic shakeout in the past few years, with new leaders emerging and old stalwarts crumbling. Even in the few months during the research for this 2011 SAP services providers Forrester Wave™ analysis, several significant acquisitions took place: NTT Data Group acquired Keane, Atos Origin announced plans to acquired Siemens' IT business (SIS), and Accenture bought Ariba's business process outsourcing (BPO) operations. Beyond acquisitions, services providers have also changed in other significant ways: cloud has become a key part of SAP conversations — leading to investments like IBM's CloudBurst, partnerships like Accenture plus Vblock, and new offerings like Capgemini's Immediate.

The Provider Landscape Is Changing Drastically; Significant Consolidation And Acquisition

The systems integrator (SI) landscape around SAP has continued to move drastically in the past 12 to 18 months, in which we saw:

- **Continued acquisition by larger multinationals.** The larger multinationals (Accenture, IBM, Deloitte, and PwC) have continued their acquisition binge, not only acquiring other services companies but adding to their software portfolio as well. Accenture acquired customer relationship management (CRM) and mobility software vendor CAS; IBM acquired SaaS integration specialist Cast Iron Systems; PwC acquired management consultancy Diamond; and Deloitte acquired sustainability consulting firm ClearCarbon.

- **Steady investment by India-based giants.** India-based giants also continued steady acquisition in the past two years. TCS acquired software development firm Supervalu. Wipro acquired additional data centers in Germany from Citigroup. Infosys acquired insurance BPO McCamish Systems. And, in somewhat of a reverse acquisition in terms of company size, Patni bought iGate, making it a nearly $1-billion service play.

- **Japanese service providers buying up companies.** Japanese companies were on a bit of an acquisition spree in the past 12 to 18 months. Most recently, Hitachi bought Sierra Atlantic (an offshore R&D firm). NTT Data Group bought three relevant SAP firms: Intelligroup, itelligence, and Keane. And Fujitsu Services, which has publicly stated that it is actively seeking to broaden its portfolio, made some smaller acquisitions, such as European SoftwareIQ, in 2010.

New Economics: Cloud Solutions, Outcome-Based Pricing, And Nonlinear Delivery

The economic downturn in 2008 drove lasting and dramatic changes in the services market. Clients are still trying to do more with less; clients are facing reduced budgets and reduced staffs. And clients are even more demanding around results — not just on-time and on-budget but thorough business cases and business results such as lower costs, increased visibility, or better reporting. Key components of the new SAP services economy include:

- **Cloud.** Cloud is a major force in the services space — cloud applications, cloud infrastructure, and cloud platform technology are rapidly changing the economics and speed of solution delivery. SAP has come out with cloud applications — Business ByDesign as well as some from BusinessObjects, CRM, and governance, risk, compliance (GRC); these will have implications for SIs. However, in many areas SAP has not come out with cloud applications, which means that SIs are creating cloud infrastructures or platforms that will provide customers with benefits such as speed or reduced upfront costs, even as SAP is slower to release cloud offerings in key components of enterprise resource planning (ERP) and supply chain management (SCM). Examples include IBM CloudBurst, Wipro's w-SaaS, and Accenture's alliance with Vblock (VMware, Cisco, EMC).

- **Outcome-based pricing.** Outcome-based pricing is another area that is rapidly changing the dynamics of service delivery. Clients don't want to pay for effort but would rather pay for results. Now implementation and support engagements can both be pegged to outcomes — sometimes entirely. Most commonly in SAP implementations we see clients set aside 5% to 25% of a total contract to be outcome-based, tied to business results such as revenue or reduction in costs. Leading SIs that operate in this model in implementation scenarios include HCL Axon, Accenture, and Deloitte with its value-based billing. Support services are also often priced around outcomes — often incorporating metrics such as uptime, reduction in tickets, or other performance metrics around SAP. Leaders offering output-based pricing in SAP support include many of the India-based firms such as Wipro.

- **Nonlinear delivery models.** Providers are finding innovative ways to drive down costs, improve efficiency, and drive process improvements. Most of these models revolve around nonlinear methods: ways to scale services offerings that don't scale linearly with consultants/developers. Key ways to do this include productization of services, the creation of reusable IP that can be deployed many times at many clients, often while encapsulating best practices or industry knowledge. Other models include shared pools of resources, such as Wipro's FlexDelivery and similar shared pools of resources at providers like Infosys, where a pool of resources serves a pool of clients, enabling greater efficiency and greater economies of scale — and therefore better price points as well (for clients and providers).

SAP SERVICES PROVIDERS EVALUATION OVERVIEW

To assess the state of the SAP services market and see how the vendors stack up against each other, Forrester evaluated the strengths and weaknesses of top SAP services vendors.

Evaluation Criteria Consider Client Ratings As Well As Scale And Scope Of SAP Services

After examining past research, user need assessments, and vendor and expert interviews, we developed a comprehensive set of evaluation criteria. We evaluated vendors against 65 criteria, which we grouped into three high-level buckets:

- **Current offering.** Current offering criteria include ability to provide end-to-end implementation services — from advisory and process consulting through to implementation to support services and hosting. Client references made up a significant portion of the evaluation — with clients rating providers on business process expertise, value for the money, industry experience, and overall satisfaction.

- **Strategy.** Key areas that Forrester evaluated when considering provider strategy in the SAP implementation market include pricing innovation, relationship and co-development with SAP, and investment in the SAP practice. Key metrics include relationship status with SAP, key awards that demonstrate ability and leadership in the market, and pricing models aligned with buyer needs.

- **Market presence.** To score a provider's market presence, Forrester evaluated its client base across key geographies (North America, EMEA, Asia Pacific, and Latin America) as well as overall staff dedicated to the SAP practice. Furthermore, we considered overall financials for the SAP practice as well as growth within SAP services.

Leading SAP Services Providers Have Scale, Cross-Industry Expertise, And Global Reach

Forrester included 19 vendors in the assessment: Accenture, Capgemini, Ciber, Cognizant, CSC, Deloitte, Fujitsu, HCL Axon, HP, IBM, Infosys, Logica, Neoris, NTT Data Group, PwC, Siemens (SIS), T-Systems, TCS, and Wipro. Each of these vendors has (see Figure 1):

- **More than 2,000 SAP resources and $250 million in practice revenues.** Firms considered for this evaluation all have significant scale in SAP. Each firm is seen as strong and relevant in SAP implementation services and has a minimum of 2,000 resources in its overall SAP practice. Since market dynamics such as productization of services mean that scale does not necessarily drive out directly from sheer bodies, we also looked at practice size in terms of revenue.

- **Experience and skills spanning a diverse range of industries and SAP functional areas.** The providers included in our evaluation have experience and skill sets that span a range of industries and functional areas. Specialist providers with strength in only a few key industries or functional module (i.e., business intelligence) were not included in this evaluation.

- **Evidence of broad geographic reach in client base.** The firms we evaluated have shown client bases that span a range of geographies. Firms that operate primarily through the offshore/nearshore model were included as long as their client base was diverse across geographies. This year's Forrester Wave includes some providers that have primarily only EMEA clients — but demonstrated range across countries as well as met the other evaluation criteria described above.

Figure 1 Evaluated Vendors: Vendor Information And Selection Criteria

Current offering

Overall client satisfaction	How satisfied are clients with their provider's SAP implementation services?
Advisory and process consulting	How strong are the provider's advisory and process consulting expertise?
Implementation	How strong is the provider's overall SAP implementation project expertise?
Post-implementation	What are the provider's post-implementation capabilities?
Maintenance and ongoing support services	How strong is the provider's ability to provide maintenance and ongoing support services?
Hosting support	How strong is the provider's ability to provide hosting support services?
Vertical expertise	What is the provider's SAP implementation vertical expertise?
Discrete product capabilities	What are the provider's implementation capabilities across specific functional areas?
Global capability	What is the breakdown of the provider's resources across the globe?
Low-cost, remote global delivery	How strong is the provider at low-cost, remote global delivery?

Strategy

SAP alliance	What alliances does the provider have in place with SAP?
SAP awards and recognition	What relevant awards does the provider have in the SAP space since 2008?
Key areas of investment	What investments is the provider making that will accelerate time-to-value (i.e., accelerators, prebuilt solutions)?
Pricing strategy	What innovative pricing models does the provider have or will be introducing?

Market presence

Client base and engagements	What is the provider's SAP services client base?
Financials	What are the provider's SAP services financials?

56917 Source: Forrester Research, Inc.

SERVICES PROVIDERS OFFER DIVERSE APPROACHES TO YOUR SAP PROJECT NEEDS

The evaluation uncovered a market in which (see Figure 2):

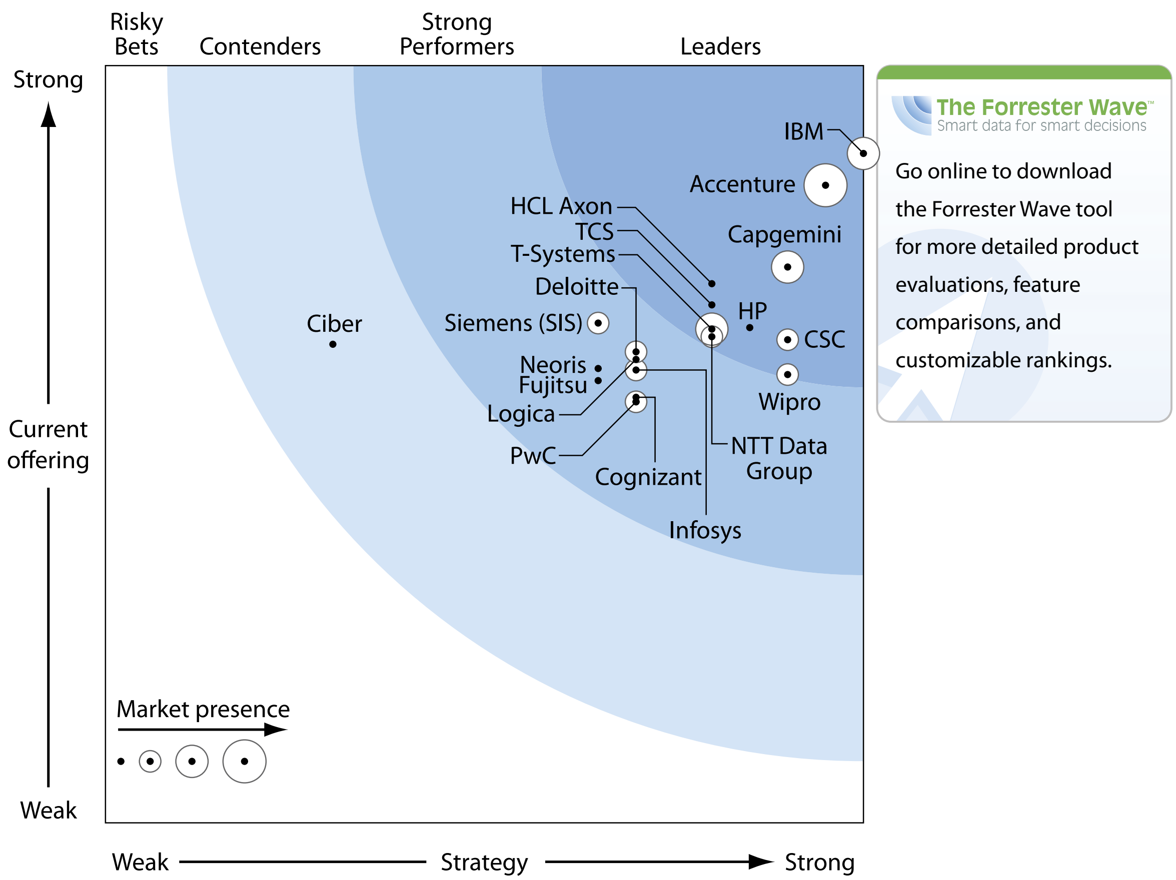
- **IBM and Accenture lead for overall breadth and depth of service offerings.** Accenture and IBM are in a class of their own as the two largest, global, cross-industry providers that have strong capabilities across the full life cycle of strategy consulting, implementation, support, and hosting services. They have decades of experience in SAP and armies of qualified consultants across the globe — making them key choices especially for larger, complex, multinational rollouts. They also have been co-development partners for many SAP industry solutions.

- **Deloitte and PwC lead for advisory and strategy consulting and industry expertise.** Deloitte and PwC occupy unique positions in the SAP services landscape as advisory firms (including tax) that also have strong SAP implementation practices. They are well positioned for business process transformation work as well as to work with firms around key industry or process changes. They both excel at change management and organizational design. Finally, because of their tax arms, they are able to look at a firm's complete situation around financials and SAP — often identifying greater opportunities for cost advantage.

- **Offshore providers continue to narrow the gap with MNCs.** Indian providers — as well as nearshore providers like Neoris — continue to globalize as well as continue to move up the food chain in terms of high-value consulting. They are more and more competing — and winning — against the former "big four." Although SAP support is still an anchor for their success in the SAP market, they are broadening in both directions: higher value consulting and lower in the stack hosting.

This evaluation of the SAP services market is intended to be a starting point only. We encourage readers to view detailed product evaluations and adapt the criteria weightings to fit their individual needs through the Forrester Wave Excel-based vendor comparison tool. Provider strengths and weaknesses vary greatly — by industry, SAP module, process, and SAP life cycle (implementation through to support and hosting); therefore customization of weightings is advised to generate a custom ranking or shortlist for individual needs (see Figure 3).

Figure 2 Forrester Wave™: SAP Service Providers, Q2 ’11



Source: Forrester Research, Inc.

Figure 2 Forrester Wave™: SAP, Service Providers, Q2 '11 (Cont.)

	Forrester's Weighting	Accenture	Capgemini	Ciber	Cognizant	CSC	Deloitte	Fujitsu	HCL Axon	HP	IBM
CURRENT OFFERING	50%	4.21	3.67	3.16	2.81	3.19	3.11	2.92	3.56	3.27	4.42
Overall client satisfaction	10%	4.10	4.00	4.00	2.50	3.30	3.50	4.30	5.00	3.10	4.10
Advisory and process consulting	10%	5.00	4.00	3.00	2.50	3.00	5.00	3.00	4.00	2.50	5.00
Implementation	10%	5.00	3.80	3.80	2.40	3.20	4.20	3.20	3.40	3.60	4.60
Post-implementation	10%	3.60	3.20	4.00	3.30	2.60	3.00	2.30	3.70	2.20	4.70
Maintenance and ongoing support services	10%	4.50	4.00	4.00	4.50	4.50	2.00	3.50	4.00	4.50	4.50
Hosting support	5%	3.00	4.00	3.00	1.00	4.50	0.50	4.50	3.00	4.50	4.00
Vertical expertise	10%	3.20	2.90	2.80	2.75	2.80	2.70	2.90	3.10	3.05	3.30
Discrete product capabilities	10%	3.10	3.45	3.20	3.00	3.05	2.65	2.05	2.75	3.10	3.65
Global capability	15%	4.70	3.90	2.85	2.45	2.80	3.20	2.45	3.10	3.25	4.90
Low-cost, remote global delivery	10%	5.00	3.50	1.00	3.00	3.00	3.00	2.00	3.50	3.50	5.00
STRATEGY	50%	4.75	4.50	1.50	3.50	4.50	3.50	3.25	4.00	4.25	5.00
SAP alliance	25%	5.00	5.00	3.00	4.00	5.00	4.00	5.00	4.00	5.00	5.00
SAP awards and recognition	25%	5.00	4.00	0.00	2.00	5.00	3.00	2.00	4.00	4.00	5.00
Key areas of investment	25%	5.00	4.00	2.00	4.00	4.00	4.00	3.00	4.00	4.00	5.00
Pricing strategy	25%	4.00	5.00	1.00	4.00	4.00	3.00	3.00	4.00	4.00	5.00
MARKET PRESENCE	0%	4.25	3.75	1.00	2.00	2.25	3.00	0.75	1.50	1.50	3.75
Client base and engagements	50%	5.00	4.00	1.50	1.00	2.00	2.50	1.00	1.50	2.00	5.00
Financials	50%	3.50	3.50	0.50	3.00	2.50	3.50	0.50	1.50	1.00	2.50

All scores are based on a scale of 0 (weak) to 5 (strong).

Source: Forrester Research, Inc.

Figure 2 Forrester Wave™: SAP, Service Providers, Q2 '11 (Cont.)

	Forrester's Weighting	Infosys	Logica	Neoris	NTT Data Group	PwC	Siemens (SIS)	T-Systems	TCS	Wipro
CURRENT OFFERING	50%	2.99	3.06	3.00	3.21	2.78	3.30	3.26	3.42	2.96
Overall client satisfaction	10%	3.40	3.70	3.80	3.70	2.80	3.70	3.40	4.10	3.30
Advisory and process consulting	10%	3.50	3.50	3.50	3.50	5.00	3.00	3.50	3.50	3.00
Implementation	10%	3.00	3.00	2.20	2.80	2.60	3.00	3.40	3.20	2.00
Post-implementation	10%	2.40	3.00	3.00	3.70	3.60	3.60	3.00	3.60	3.00
Maintenance and ongoing support services	10%	4.00	4.00	4.00	4.00	1.50	4.50	4.00	4.50	5.00
Hosting support	5%	1.00	2.50	2.50	3.00	0.50	4.00	4.50	1.50	2.00
Vertical expertise	10%	2.75	2.70	2.80	2.65	2.60	2.35	2.60	3.00	2.70
Discrete product capabilities	10%	3.35	2.20	3.65	3.20	2.00	3.00	3.40	2.85	2.70
Global capability	15%	2.30	2.85	2.20	3.00	3.30	3.55	3.05	3.15	2.25
Low-cost, remote global delivery	10%	3.50	3.00	2.50	2.50	2.50	2.50	2.50	4.00	3.50
STRATEGY	50%	3.50	3.50	3.25	4.00	3.50	3.25	4.00	4.00	4.50
SAP alliance	25%	4.00	4.00	3.00	5.00	3.00	5.00	5.00	4.00	5.00
SAP awards and recognition	25%	2.00	3.00	2.00	3.00	3.00	1.00	3.00	4.00	5.00
Key areas of investment	25%	4.00	3.00	4.00	4.00	4.00	3.00	4.00	4.00	4.00
Pricing strategy	25%	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
MARKET PRESENCE	0%	2.50	2.00	2.00	2.75	2.25	2.25	3.25	1.75	2.25
Client base and engagements	50%	1.50	2.00	1.00	2.00	2.00	3.00	2.50	2.00	1.50
Financials	50%	3.50	2.00	3.00	3.50	2.50	1.50	4.00	1.50	3.00

All scores are based on a scale of 0 (weak) to 5 (strong).

Source: Forrester Research, Inc.

Figure 3 Top Three Verticals By Providers

Accenture	Oil, utilities, automotive
Capgemini	Utilities, retail, public sector
Ciber	Retail, high-tech, manufacturing products
Cognizant	Retail, consumer packaged goods, utilities
CSC	Utilities, banking, telecommunications
Deloitte	Consumer products, aerospace & defense, utilities
Fujitsu	Manufacturing, wholesale/retail, mgmt. solution services
HCL Axon	Oil & gas, utilities, aerospace & defense
HP	Manufacturing, consumer products, transportation
IBM	Life sciences, consumer products, retail
Infosys	Manufacturing, retail & CPG, life sciences
Logica	Utilities, public sector, banking, insurance
Neoris	Manufacturing, transportation, retail
NTT Data	Automotive, life sciences and chemicals, consumer products
PwC	Nuclear utilities, professional services, chemical
Siemens	Utilities, healthcare, automotive
T-Systems	Automotive, telecommunications, public sector
TCS	Utilities, retail, automotive
Wipro	Utilities, insurance, banking

56917 Source: Forrester Research, Inc.

VENDOR PROFILES

Leaders

- **IBM.** IBM, one of the two global giants in the SAP implementation space, has had a long-standing relationship with SAP going back 30-plus years — and was SAP's first global alliance partner. IBM offers extensive strategy and business consulting, technical implementation skills, and post-implementation support. And as a hardware vendor with a financing arm, it can often bundle together innovative deals and pricing arrangements for its clients.

- **Accenture.** Accenture, one of the two global giants in the SAP implementation space, has had a deep relationship with SAP for more than three decades. The provider has extensive, far-reaching SAP services skills and breadth of expertise across strategy and transformational consulting, technical implementation, post-implementation services (such as training and change management), and ongoing application maintenance and hosting. The provider also has an impressive army of low-cost, offshore delivery resources (more than leading offshore providers) — spread across key geographies such as India, China, Eastern Europe, and Latin America.

- **Capgemini.** Capgemini offers a solid mix of technical expertise, strategy consulting, and ongoing maintenance, support, and hosting. The provider does a significant percentage of its work in EMEA — but also has strong presence across North America and Asia Pacific. Capgemini invests heavily in innovation around technical development — such as cross-industry initiatives around SOA and its industry-specific "Ready to Run" prebuilt solutions. Capgemini also leverages third-party tools, such as iRise for visualization, where appropriate and where it sees a value-add for clients.

- **CSC.** CSC provides strong value for the technical phases of an implementation including hosting and application maintenance; many clients consider it because of this ability to offer full support from build through to run. CSC also continues to build out strategy and process consulting skills at the firm level in areas like financial services/insurance, healthcare, and public sector — meaning that these experts can partner up with the SAP practice to deliver a broader set of implementation services.

- **HCL Axon.** HCL has long had a focus on operational and low-cost services in the SAP space. However, its 2008 acquisition of Axon makes it a compelling option for the full life cycle of implementation services starting with upfront strategy and transformational consulting through to the technical implementation and ongoing support. Key areas of industry focus include utilities, public sector, aerospace, and travel and logistics.

- **HP.** HP offers one of the largest hosting/support capabilities in the SAP space (from the legacy HP side) as well as leading operational and maintenance capabilities (from the legacy EDS side). The provider campaigns on the overall value of its integrated "Design for Run" approach — which looks at the overall life-cycle cost and benefit on SAP — beyond the initial implementation. Although the provider can do standalone implementations that it transitions to the client, its value proposition is most compelling to firms seeking ongoing support and operations from their implementation partner. HP is one of the first to be certified on RunSAP.

- **Wipro.** Wipro has some of the strongest SAP skills of Indian providers and was the second offshore firm to earn the SAP global services partner designation. Wipro excels at technical and operational elements of SAP services. It also continues to build out consulting skills under its WCS (Wipro Consulting Services) brand as well as (at the other end of the spectrum) its hosting capabilities including its acquisition of Infocrossing.

- **TCS.** TCS was the first Indian provider to become a global SAP services partner and continues to be a leading offshore firm in the SAP services market. TCS has continued to invest in strategy consulting, making it a candidate for large, complex, transformational projects — as well as its global footprint — allowing it to serve clients across all of the major geographies. Key areas of industry focus include manufacturing, retail, and utilities.

- **T-Systems.** T-Systems is a strong choice for European firms seeking an integrated provider with implementation as well as operational expertise. It is one of the few firms strong in implementation services that has also earned the SAP global hosting provider designation. However, T-Systems sold off its low-cost delivery resources to Cognizant and now offers these through partnership. It still retains some low-cost delivery, particularly nearshore for European clients — but at a small scale.

- **NTT Data Group.** NTT Data Group has rapidly entered the SAP services market through three critical acquisitions: Intelligroup (a leading specialist Indian SAP capability), itelligence (a leading SAP outsourcing outfit), and Keane (an IT services firm primarily active in BPO, infrastructure services, and application services). While clients should anticipate some lag time before these companies operate in an integrated fashion, the complement of capabilities will be quite powerful.

Strong Performers

- **Deloitte.** Deloitte particularly excels at the transformational and process consulting elements of implementations. Deloitte has started to offer some application maintenance — but this is still a relatively small portion of its overall practice. Its Dbriefs executive seminar series and similar initiatives offer a way for firms to learn about industry trends and business drivers beyond just the technology. Deloitte has particular expertise in industries like food and beverage, manufacturing, aerospace and defense, automotive, life sciences, retail, government, utilities, and chemicals. Deloitte continues to build out offshore delivery and technical IP but still has less scale in these areas than some of the other top service providers in the SAP market.

- **Logica.** Logica is one of the strongest European-centric providers in the SAP services space, although it has minimal focus outside of this geography — making it a great choice for European clients but not as applicable to large-scale global rollouts or clients in other regions of the world. Logica has a broad range of SAP services and heavily serves clients across public sector, financial services, transportation, and utilities.

- **SIS.** Siemens IT Solutions and Services specializes in SAP deployments, having grown externally facing services from its massive internal SAP support capability. It is particularly strong in Europe, where it generates approximately two-thirds of its business and in key industries such as automotive, healthcare, utilities, and public sector.[1]

- **Infosys.** Infosys is one of the top India-based consultancies in the SAP space. Its strategy and consulting services continue to grow, making it able to compete and win business against the largest multinational providers. Infosys has strong vertical expertise particularly across manufacturing, life sciences, consumer packaged goods (CPG), and utilities. Infosys offers many compelling pricing and delivery models across implementation as well as ongoing support and maintenance of SAP.

- **Cognizant.** Cognizant continues to grow its SAP services practice and has established itself as a key offshore provider in the SAP market. Although it has a range of SAP expertise, it heavily differentiates though emerging/high growth areas of SAP including business intelligence (BI), CRM, and GRC. Cognizant also has established a strong presence in the ongoing support and testing components of SAP deployments.

- **PwC.** PwC has quickly come up into a strong position in terms of revenue around SAP. It is a strong option particularly for advisory related to SAP, implementation projects, or projects involving change management or process transformation. PwC has some SAP service capabilities in ongoing support — but this is a relatively new and smaller area for PwC. PwC has some offshore capability — but this is a smaller capability relative to competitors.

- **Neoris.** Neoris has grown rapidly and is a leading provider of nearshore services to North American clients as well as local services for Latin American clients. Neoris gained valuable experience through the SAP implementation for its former parent company Cemex — and then bought a variety of companies to enhance its overall capabilities in IT services. Neoris has established a strong reputation in the SAP market in the areas it supports.

- **Fujitsu.** Fujitsu aggressively built its SAP practice through numerous acquisitions as well as organic growth. The provider has continued to focus on integrating services across all geographies and divisions to provide a more seamless, consistent experience for clients. Globally, Fujitsu is not only an SAP services partner but also an SAP technology partner and SAP hosting partner. Fujitsu is also a leader around cloud delivery models.

Contenders

- **Ciber.** Ciber made it into the elite group of providers that qualify for this report for the first time in the six-plus years that Forrester has been evaluating the SAP services market through our Forrester Wave methodology. Ciber is one of the smaller providers compared with the others in this group — but key organization changes in recent months mean that it is increasingly winning large deals and is a notable player in the market. Ciber is best suited toward clients seeking a full outsourcing solution, particularly in public sector, utilities, retail, and manufacturing.

SUPPLEMENTAL MATERIAL

Online Resource

The online version of Figure 2 is an Excel-based vendor comparison tool that provides detailed product evaluations and customizable rankings.

Data Sources Used In This Forrester Wave

Forrester used a combination of three data sources to assess the strengths and weaknesses of each solution:

- **Vendor surveys.** Forrester surveyed vendors on their capabilities as they relate to the evaluation criteria. Once we analyzed the completed vendor surveys, we conducted vendor calls where necessary to gather details of vendor qualifications.

- **Product demos.** We asked vendors to conduct demonstrations of their product's functionality. We used findings from these product demos to validate details of each vendor's product capabilities.

- **Customer reference calls.** To validate product and vendor qualifications, Forrester also conducted reference surveys with eight of each vendor's current customers.

The Forrester Wave Methodology

We conduct primary research to develop a list of vendors that meet our criteria to be evaluated in this market. From that initial pool of vendors, we then narrow our final list. We choose these vendors based on: 1) product fit; 2) customer success; and 3) Forrester client demand. We eliminate vendors that have limited customer references and products that don't fit the scope of our evaluation.

After examining past research, user need assessments, and vendor and expert interviews, we develop the initial evaluation criteria. To evaluate the vendors and their products against our set of criteria, we gather details of product qualifications through a combination of lab evaluations, questionnaires, demos, and/or discussions with client references. We send evaluations to the vendors for their review, and we adjust the evaluations to provide the most accurate view of vendor offerings and strategies.

We set default weightings to reflect our analysis of the needs of large user companies — and/or other scenarios as outlined in the Forrester Wave document — and then score the vendors based on a clearly defined scale. These default weightings are intended only as a starting point, and we encourage readers to adapt the weightings to fit their individual needs through the Excel-based tool. The final scores generate the graphical depiction of the market based on current offering, strategy, and market presence. Forrester intends to update vendor evaluations regularly as product capabilities and vendor strategies evolve.

Companies Interviewed For This Document

Accenture

Capgemini

Ciber

Cognizant

CSC

Deloitte

Fujitsu

HCL Axon

HP

IBM

Infosys

Logica

Neoris

NTT Data Group

PwC

Siemens (SIS)

T-Systems

TCS

Wipro

ENDNOTES

[1] Siemens (SIS) will be acquired by Atos Origin July 1, 2011.

FORRESTER

Making Leaders Successful Every Day

Headquarters

Forrester Research, Inc.
400 Technology Square
Cambridge, MA 02139 USA
Tel: +1 617.613.6000
Fax: +1 617.613.5000
Email: forrester@forrester.com
Nasdaq symbol: FORR
www.forrester.com

Research and Sales Offices

Forrester has research centers and sales offices in more than 27 cities internationally, including Amsterdam; Cambridge, Mass.; Dallas; Dubai; Foster City, Calif.; Frankfurt; London; Madrid; Sydney; Tel Aviv; and Toronto.

For a complete list of worldwide locations visit www.forrester.com/about.

For information on hard-copy or electronic reprints, please contact Client Support at +1 866.367.7378, +1 617.613.5730, or clientsupport@forrester.com.
We offer quantity discounts and special pricing for academic and nonprofit institutions.

Forrester Research, Inc. (Nasdaq: FORR) is an independent research company that provides pragmatic and forward-thinking advice to global leaders in business and technology. Forrester works with professionals in 19 key roles at major companies providing proprietary research, customer insight, consulting, events, and peer-to-peer executive programs. For more than 27 years, Forrester has been making IT, marketing, and technology industry leaders successful every day. For more information, visit www.forrester.com.

FORRESTER