

LANDSCAPE REPORT

The SAP Services Landscape, Q3 2026

Forrester's Overview Of Notable Providers

September 14, 2026

By Akshara Naik Lopez with Stephanie Balaouras, Faith Born, Matt Izzi

FORRESTER®

Summary

You can use SAP services providers to modernize and optimize SAP landscapes for continuous transformation; enable continuous innovation through application management and support (AMS), data modernization, and AI adoption; and future-proof business operations through AI-enabled enterprise workflows. But to realize these benefits, you'll first have to select from a diverse set of providers that vary by size, type of offering, geography, and business scenario differentiation. Technology leaders should use this report to understand the value they can expect from an SAP services provider, learn how providers differ, and investigate options based on size and market focus.

Additional resources are available in the [online version](#) of this report.

© 2026 Forrester Research, Inc. All trademarks are property of their respective owners. It is prohibited to upload, share, distribute, input, read, scrape, or scan Forrester IP with large language models or any other machine learning or AI tools, or to train, improve, or develop an AI tool with Forrester IP. For more information on usage, see the [Citation Policy](#) and [AI Policy](#), contact citations@forrester.com, or call +1 866-367-7378.

Ask Forrester AI

Use [Forrester AI](#) to gain fast, AI-powered, analyst-backed answers about this research and more. Subscription restrictions apply. See [Forrester.com](#) for more information.

Market Definition

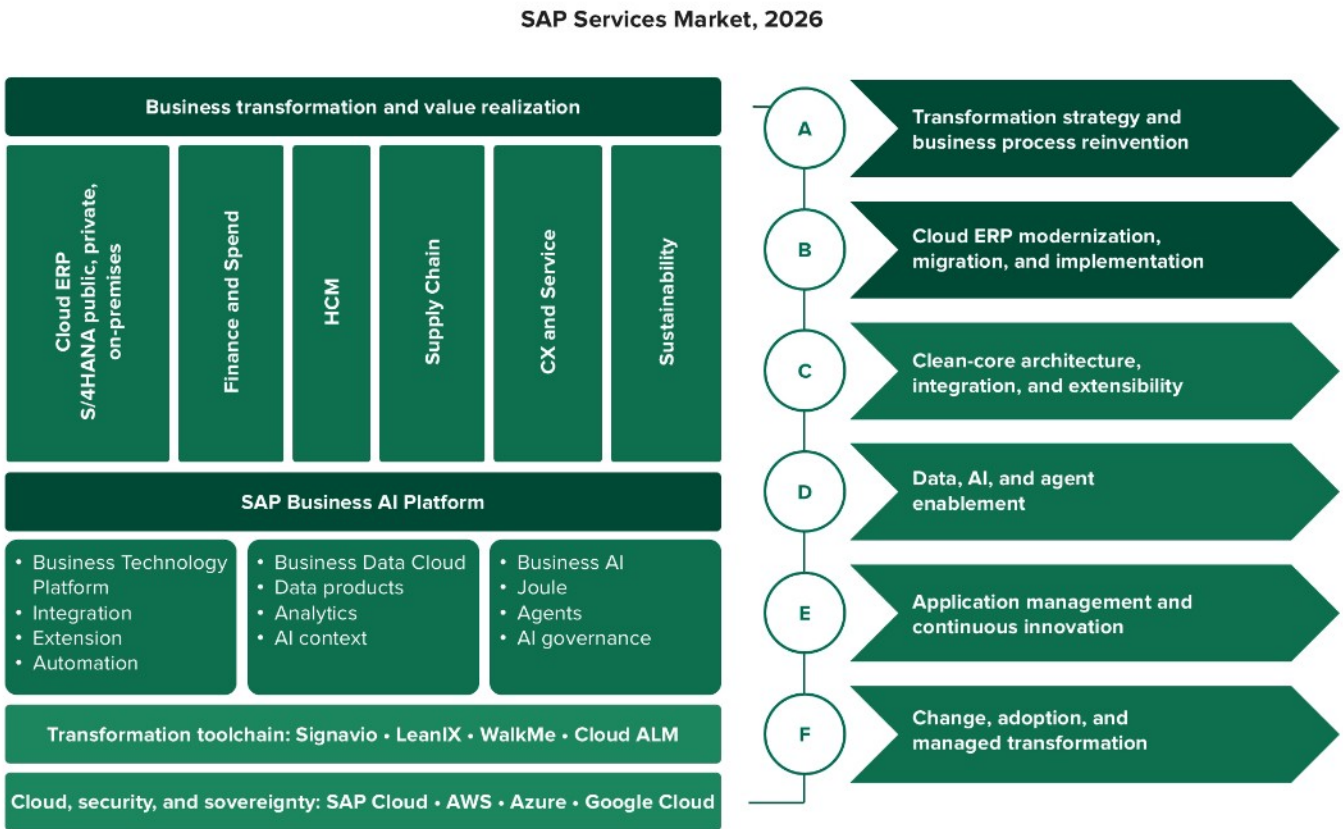
SAP remains the world's largest provider of enterprise application software, generating approximately [€36.8 billion in FY 2025 revenue](#), underscoring the platform's entrenched position at many of the world's largest and most complex enterprises. In fact, the SAP services market is no longer defined solely by enterprise resource planning (ERP) modernization. Enterprises are pursuing broader business transformation initiatives centered on clean-core architectures, SAP Business Technology Platform (BTP), SAP Business Data Cloud (BDC), SAP Business AI, and agent-enabled process automation. Also, thousands of organizations continue to navigate S/4HANA migration programs while balancing technical debt, customization rationalization, data modernization, and organizational change. As a result, buyers now seek partners that can deliver measurable business outcomes, AI readiness, and continuous innovation. This shift is transforming the SAP services market from one focused on deployment and support to one centered on ongoing, AI-enabled business transformation. Forrester defines SAP services providers as:

SAP-certified services partners that are global systems integrators and/or regional firms trained extensively on SAP products and solutions and that possess the expertise to deliver SAP product-related strategy and business consulting, design, product implementation, systems integration, testing, deployment and rollout, continuous change management and enablement, and ongoing support services.

Enterprises need partners that can help them balance speed with governance, maintain clean-core principles, integrate SAP and non-SAP environments, and continuously evolve their SAP investments as new capabilities emerge. This is where SAP customers will continue to rely on SAP's ecosystem of services providers to reduce transformation risk, accelerate value realization, and maximize the benefits of SAP's rapidly expanding cloud, data, and AI portfolio. Providers that combine industry expertise, modern delivery approaches, strong BTP and data capabilities, and outcome-based operating models will be best positioned to meet evolving buyer expectations in the next phase of the SAP services market (see Figure 1).

Figure 1

SAP Services Market 2026



© Forrester Research, Inc. Unauthorized reproduction, citation, or distribution prohibited.

Business Value

The value of a leading SAP services provider is no longer measured solely by its ability to implement and support SAP applications. In 2026, the most effective providers help enterprises continuously modernize business operations, establish AI-ready foundations, and realize measurable business outcomes from SAP investments. Leading providers differentiate through industry-specific transformation expertise, clean-core modernization approaches, SAP BTP capabilities, SAP BDC expertise, SAP Business AI accelerators, and proprietary intellectual property that accelerates value realization. Others distinguish themselves through managed transformation services, outcome-based commercial models, and AI-enabled application management capabilities that help clients continuously innovate and adapt. Technology leaders often

use one or more SAP services providers to:

- **Modernize and optimize SAP landscapes for continuous transformation.**

Whether customers are pursuing RISE with SAP, GROW with SAP, hybrid deployments, or selective modernization initiatives, leading SAP services providers help organizations simplify customized environments, adopt clean-core principles, and accelerate migration to modern SAP platforms. Beyond implementation, providers increasingly enable SAP BTP adoption, integration across SAP and non-SAP environments, and extensibility strategies that support long-term innovation. Industry accelerators, automation assets, and AI-enabled delivery capabilities are becoming key differentiators that reduce risk, improve efficiency, and accelerate time to value.

- **Enable continuous innovation through AMS, data modernization, and AI adoption.**

As SAP accelerates its cloud-first innovation model, organizations require support that extends beyond traditional application maintenance. Leading SAP services providers help clients stay current with SAP releases, optimize application performance, manage technical debt, and govern extensibility. Increasingly, they also help establish trusted data foundations, operationalize SAP Business AI capabilities, and embed AI-enabled workflows across business functions. As a result, application management services is evolving into continuous innovation services focused on delivering business outcomes rather than maintaining systems.

- **Future-proof business operations through AI-enabled enterprise workflows.**

Organizations continue to rely on SAP to support critical business functions across finance, supply chain, procurement, workforce, and customer operations. Leading SAP services providers bring industry expertise, benchmark data, and process intelligence to help clients redesign workflows around modern best practices. Increasingly, they help organizations embed automation, analytics, AI copilots, and agentic capabilities into business processes, creating more intelligent and adaptive operations. By combining deep SAP experience with emerging AI and data capabilities, providers help customers build operating models designed for long-term business transformation.

Market Maturity

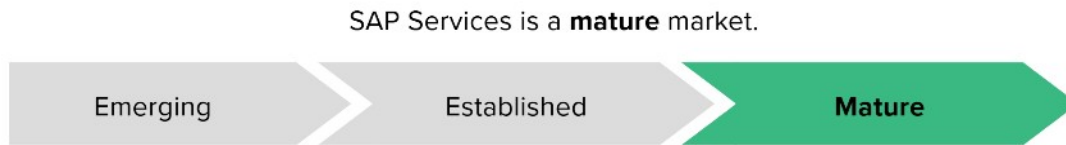
SAP has spent more than five decades building one of the world's largest enterprise app ecosystems across ERP, finance, supply chain, procurement, workforce, customer experience, and industry-specific solutions. Today, hundreds of global, regional, and specialist SAP partners support customers across strategy, implementation,

modernization, managed services, and ongoing innovation. SAP remains one of the largest services ecosystems in enterprise technology, generating billions of dollars in annual services revenue for both global systems integrators and regional specialists. While the market is highly mature, it is entering a new phase driven by cloud adoption, clean-core modernization, SAP BDC, SAP Business AI, and agentic workflows (see Figure 2). SAP services has evolved into a mature market that:

- **Will move from ERP migration to continuous business transformation.** While S/4HANA migrations remain a major market driver, buyers are increasingly focused on modernizing business processes, simplifying customizations, adopting clean-core principles, and enabling continuous innovation. Services providers are helping customers navigate RISE with SAP, GROW with SAP, hybrid deployment models, and long-term transformation roadmaps that extend beyond technical migration.
- **Builds AI-ready foundations through data, platform, and process modernization.** Enterprises recognize that AI success depends on trusted data, integrated processes, and modern application architectures. As a result, SAP services providers are expanding their focus beyond ERP implementation to include SAP BTP, SAP BDC, process mining, integration modernization, and data governance. These capabilities help customers establish the foundation required to operationalize SAP Business AI and future autonomous business processes.
- **Delivers business value through AI-enabled innovation and managed transformation.** SAP's expanding portfolio of Business AI, Joule, and agentic capabilities is shifting buyer expectations from system deployment toward measurable business outcomes. Leading providers are helping organizations identify high-value AI use cases, embed intelligent automation into business operations, and adopt outcome-based operating models. AMS is evolving into continuous innovation services that help customers consume new SAP capabilities faster and translate technology investments into sustained business value.

Figure 2

SAP Services Market Maturity



© Forrester Research, Inc. Unauthorized reproduction, citation, or distribution prohibited.

Market Dynamics

The SAP services market is entering a new phase of maturity. While many organizations remain focused on completing large-scale ERP modernization programs, they are simultaneously under pressure to improve business agility, increase operational efficiency, and generate measurable value from technology investments. Years of customization, evolving regulatory requirements, shifting workforce expectations, and ongoing economic uncertainty continue to add complexity to transformation initiatives. As business priorities expand beyond system deployment to operational reinvention, organizations rely on SAP services providers to help them define the right transformation roadmap, reduce execution risk, and accelerate outcomes. The most successful providers combine deep SAP expertise with business transformation capabilities to help customers navigate this next stage of enterprise change.

Technology leaders will face a plethora of provider options and should pay attention to the following market dynamics.

- **Main trend.** The SAP services market is evolving from ERP modernization to AI-native business transformation. While S/4HANA migrations, clean-core initiatives, and cloud adoption remain important priorities, enterprises are now focused on establishing AI-ready operating models. Demand is growing for services that combine business process transformation, SAP Business AI, SAP BTP, SAP BDC, automation, analytics, and industry-specific innovation. Providers are expanding beyond traditional implementation services to help customers continuously optimize, automate, and reinvent business operations.

- **Primary challenge.** Building an AI-ready foundation while balancing the urgency of modernizing heavily customized SAP environments remains the biggest challenge. Many organizations continue to navigate complex ECC and S/4HANA modernization programs while simultaneously investing in data modernization, integration, governance, and AI capabilities. Customers often struggle to determine where to prioritize investments, how to rationalize years of customization, and how to create trusted data foundations without slowing transformation initiatives. Talent shortages across SAP, data, and AI disciplines further complicate execution.
- **Top disruptor.** SAP Business Data Cloud is emerging as the SAP market's most significant platform disruptor. As enterprises seek to operationalize AI at scale, the ability to unify, govern, and contextualize SAP and non-SAP data is becoming a strategic priority. SAP BDC has the potential to reshape how organizations approach data architecture, analytics, AI adoption, and business process optimization across the SAP ecosystem. Providers that establish strong capabilities around SAP BDC, data products, analytics, and AI enablement will be better positioned to capture the next wave of SAP transformation investments.

Notable Providers

Technology leaders can start investigating specific providers based on their geographic focus, industry focus, deployment options, and size. Across all markets, Forrester defines large providers as having \$250 million or more, medium providers as having \$100 million to less than \$250 million, and small providers as having less than \$100 million in category revenue (see Figure 3).

Figure 3

The SAP Services Landscape, Q3 2026

Provider	Geographic focus	Industry focus	Type of partner	Size
ABeam Consulting	APAC	Financial services and insurance Manufacturing Transportation and warehousing	Systems integrator	■ ■
Accenture	NA; EMEA; APAC	Energy and mining Manufacturing Retail	Systems integrator	■ ■ ■
All for One	EMEA; APAC; LATAM	Manufacturing Professional, scientific, and technical services Retail	Systems integrator	■ ■
Atos	EMEA	Government and public sector Healthcare Manufacturing	Systems integrator	■ ■ ■
BearingPoint	EMEA; APAC	Construction Manufacturing Retail	Consultancy	■ ■ ■
Capgemini	NA; EMEA	Government and public sector Manufacturing Retail	Consultancy	■ ■ ■
CGI	EMEA	Financial services and insurance Government and public sector Manufacturing	Systems integrator	■ ■ ■

Size ■ ■ ■ Large ≥\$250M ■ ■ Medium \$100M to <\$250M ■ Small <\$100M

Note: Geographic focus indicates regions where the vendor's product revenue in this category is greater than or equal to 15% of its total product revenue.

Information in this table is provided by vendors. In cases where a vendor did not provide information, Forrester used estimates.

© Forrester Research, Inc. Unauthorized reproduction, citation, or distribution prohibited.

The SAP Services Landscape, Q3 2026

Forrester Report Copy Prepared Exclusively For sonakshi gupta With Mindsprint Pte Ltd. Distribution and reproduction are prohibited. For more information, see the [Terms Of Use Policy](#) and [Ways To Share Research](#).

Provider	Geographic focus	Industry focus	Type of partner	Size
Clarkston Consulting	NA	Manufacturing Retail Wholesale	Consultancy	■
Coforge	NA; EMEA; APAC	Healthcare Manufacturing Transportation and warehousing	Systems integrator	■
Cognizant	NA; EMEA	Manufacturing Retail Utilities	Systems integrator	■ ■ ■
delaware	EMEA	Manufacturing Retail Utilities	Systems integrator	■ ■ ■
Deloitte	NA; EMEA; APAC	Government and public sector Healthcare Manufacturing	Systems integrator	■ ■ ■
DXC Technology	NA; EMEA; APAC	Government and public sector Manufacturing Utilities	Systems integrator	■ ■ ■
EPAM	NA; EMEA	Healthcare Manufacturing Retail	Systems integrator	■ ■ ■

Size ■ ■ ■ Large ≥\$250M ■ ■ Medium \$100M to <\$250M ■ Small <\$100M

Note: Geographic focus indicates regions where the vendor's product revenue in this category is greater than or equal to 15% of its total product revenue.

Information in this table is provided by vendors. In cases where a vendor did not provide information, Forrester used estimates.

© Forrester Research, Inc. Unauthorized reproduction, citation, or distribution prohibited.

The SAP Services Landscape, Q3 2026

Forrester Report Copy Prepared Exclusively For sonakshi gupta With Mindsprint Pte Ltd. Distribution and reproduction are prohibited.
For more information, see the [Terms Of Use Policy](#) and [Ways To Share Research](#).

Provider	Geographic focus	Industry focus	Type of partner	Size
Everforth Quinnox	NA; EMEA	Manufacturing Professional, scientific, and technical services Retail	Systems integrator	■ ■
EY	NA; EMEA; APAC	Energy and mining Government and public sector Healthcare	Consultancy	■ ■ ■
FPT	APAC	Financial services and insurance Healthcare Manufacturing	Systems integrator	■
Fujitsu	NA; EMEA; APAC	Construction Manufacturing Transportation and warehousing	Systems integrator	■ ■ ■
HCLTech	NA; EMEA	Manufacturing Media and telecommunications Utilities	Systems integrator	■ ■ ■
Hexaware	NA; EMEA	Financial services and insurance Manufacturing Transportation and warehousing	Systems integrator	■
Hitachi Digital Services	NA; EMEA; APAC	Financial services and insurance Manufacturing Retail	Consultancy	■ ■

Size ■ ■ ■ Large ≥\$250M ■ ■ Medium \$100M to <\$250M ■ Small <\$100M

Note: Geographic focus indicates regions where the vendor's product revenue in this category is greater than or equal to 15% of its total product revenue.

Information in this table is provided by vendors. In cases where a vendor did not provide information, Forrester used estimates.

© Forrester Research, Inc. Unauthorized reproduction, citation, or distribution prohibited.

The SAP Services Landscape, Q3 2026

Forrester Report Copy Prepared Exclusively For sonakshi gupta With Mindsprint Pte Ltd. Distribution and reproduction are prohibited. For more information, see the [Terms Of Use Policy](#) and [Ways To Share Research](#).

Provider	Geographic focus	Industry focus	Type of partner	Size
IBM	NA; EMEA; APAC	Energy and mining Government and public sector Manufacturing	Consultancy	■■■
Infosys	NA; EMEA	Healthcare Manufacturing Utilities	Systems integrator	■■■
KPMG	NA; EMEA	Financial services and insurance Government and public sector Manufacturing	Consultancy	■■■
Kyndryl	NA; EMEA; APAC	Manufacturing Retail Transportation and warehousing	Systems integrator	■■■
Lemongrass	NA; EMEA; APAC	Healthcare Manufacturing Retail	Systems integrator	■
LTM	NA; EMEA	Energy and mining Manufacturing Retail	Consultancy	■■■
Mindsprint	NA; EMEA; APAC	Agriculture & forestry Manufacturing Retail	Systems integrator	■

Size ■■■ Large ≥\$250M ■■ Medium \$100M to <\$250M ■ Small <\$100M

Note: Geographic focus indicates regions where the vendor's product revenue in this category is greater than or equal to 15% of its total product revenue.

Information in this table is provided by vendors. In cases where a vendor did not provide information, Forrester used estimates.

© Forrester Research, Inc. Unauthorized reproduction, citation, or distribution prohibited.

The SAP Services Landscape, Q3 2026

Forrester Report Copy Prepared Exclusively For sonakshi gupta With Mindsprint Pte Ltd. Distribution and reproduction are prohibited. For more information, see the [Terms Of Use Policy](#) and [Ways To Share Research](#).

Provider	Geographic focus	Industry focus	Type of partner	Size
Mphasis	NA; EMEA	Construction Manufacturing Utilities	Systems integrator	■
NTT DATA	NA; EMEA; APAC	Construction Manufacturing Retail	Systems integrator	■■■
Perficient	NA; EMEA	Healthcare Manufacturing Retail	Systems integrator	■■
PwC	NA; EMEA; APAC	Media and telecommunications Professional, scientific, and technical services Retail	Systems integrator	■■■
Qentelli	NA	Financial services and insurance Healthcare Professional, scientific, and technical services	Systems integrator	■
Reply	NA; EMEA	Manufacturing Retail Utilities	Systems integrator	■■■
Samsung SDS	APAC	Energy and mining Manufacturing Retail	Systems integrator	■■■

Size ■■■ Large ≥\$250M ■■ Medium \$100M to <\$250M ■ Small <\$100M

Note: Geographic focus indicates regions where the vendor's product revenue in this category is greater than or equal to 15% of its total product revenue.

Information in this table is provided by vendors. In cases where a vendor did not provide information, Forrester used estimates.

© Forrester Research, Inc. Unauthorized reproduction, citation, or distribution prohibited.

The SAP Services Landscape, Q3 2026

Forrester Report Copy Prepared Exclusively For sonakshi gupta With Mindsprint Pte Ltd. Distribution and reproduction are prohibited. For more information, see the [Terms Of Use Policy](#) and [Ways To Share Research](#).

Provider	Geographic focus	Industry focus	Type of partner	Size
Softek	NA; LATAM	Construction Financial services and insurance Retail	Systems integrator	■
SoftwareOne	NA; EMEA; APAC	Healthcare Manufacturing Media and telecommunications	Systems integrator	■
Tata Consultancy Services	NA; EMEA; APAC	Healthcare Manufacturing Professional, scientific, and technical services	Systems integrator	■■■
Tech Mahindra	NA; EMEA	Healthcare Manufacturing Retail	Systems integrator	■■■
Techwave	NA ; EMEA; APAC	Media and telecommunications Professional, scientific, and technical services Utilities	Systems integrator	■
Wipro	NA; EMEA; APAC	Manufacturing Retail Utilities	Consultancy	■■■

Size ■■■ Large ≥\$250M ■■ Medium \$100M to <\$250M ■ Small <\$100M

Note: Geographic focus indicates regions where the vendor's product revenue in this category is greater than or equal to 15% of its total product revenue.

Information in this table is provided by vendors. In cases where a vendor did not provide information, Forrester used estimates.

© Forrester Research, Inc. Unauthorized reproduction, citation, or distribution prohibited.

Top Business Scenarios

We've identified the following core business scenarios for this market: SAP products and solutions implementations, and SAP applications management and support. These are the business scenarios that buyers most frequently seek and that they expect SAP services providers to address (see Figure 4). Beyond these core business scenarios, buyers often look for providers that focus on certain extended business scenarios.

We've identified the following business scenarios as extended: SAP Enterprise

Resource Planning (ERP), SAP Financial Management and SAP Spend Management, SAP Human Capital Management (HCM), SAP Supply Chain Management (SCM), SAP CRM and Customer Experience (CX), SAP Service Management, SAP Sustainability Management, and SAP Business Data Cloud (see Figure 5). Some buyers look to address these business scenarios in addition to the core ones, but SAP services providers may less commonly address them.

Figure 4
SAP Services: Core Business Scenarios

Business scenario	Objective	Top differentiators
SAP applications management and support	Applications management and support (AMS) of SAP's latest cloud products and solutions, on-premises ECC, S/4HANA	• Ongoing support services • AI in service delivery • Deploying custom AI capabilities and agents
SAP products and solutions implementations	Implementation of SAP's latest cloud products and solutions; modernization of on-premises SAP ECC, S/4HANA, etc.	• Business and strategy consulting • Core implementation services • Cloud infrastructure, technology, and platform support

© Forrester Research, Inc. Unauthorized reproduction, citation, or distribution prohibited.

Figure 5

SAP Services: Extended Business Scenarios

Business scenario	Objective	Top differentiators
SAP Business Data Cloud (BDC)	Unify and govern SAP and third-party data with business data fabric; create trusted data foundation for agentic AI	• Data lake build capabilities • Cloud infrastructure, technology platform support • Deploy custom AI capabilities/agents
SAP CRM and Customer Experience (CX)	Commerce Cloud, Recommerce, Customer Data Platform, Sales Cloud, Service Cloud, Emarsys Customer Engagement, etc.	• Core implementation services • Ongoing support services • Change management
SAP Enterprise Resource Planning (ERP)	SAP S/4HANA — Cloud Private Edition, Cloud Public Edition, On-Premises	• Core implementation services • Industry intelligence • Accelerators and prebuilt IP
SAP Financial Management and SAP Spend Management	Automate and streamline finance from reconciliation; consolidation to compliance and reporting and Ariba, Fieldglass, and Concur	• Core implementation services • Ongoing support services • Accelerators and prebuilt IP
SAP Human Capital Management (HCM)	SAP SuccessFactors	• Core implementation services • Ongoing support services • Change management
SAP Service Management	SAP Asset Performance Management, Service Cloud, Field Service Management, Service and Asset Manager	• Core implementation services • Industry intelligence • Accelerators and prebuilt IP
SAP Supply Chain Management (SCM)	Supply chain planning, logistics, manufacturing, product lifecycle management, enterprise asset management, etc.	• Core implementation services • Industry intelligence • Accelerators and prebuilt IP
SAP Sustainability Management	Sustainability Control Tower, Sustainability Footprint Management, Sustainability Data Exchange, and related solutions	• Vision and market approach • Industry intelligence • Core implementation services

© Forrester Research, Inc. Unauthorized reproduction, citation, or distribution prohibited.

Capability By Business Scenario

The basic customer expectation of SAP services providers is core implementation services. To do this well, good providers offer business and strategy consulting and a solid technology strategy and architecture design, as well as ongoing support services and effective continuous change management. A proprietary delivery methodology plays a key role in provider delivery. Top differentiators will bring in industry intelligence, accelerators, and prebuilt IP to deliver SAP best practices and fast-track deployments. Some providers will go further and offer cloud infrastructure, technology and platform support, BTP support services, data lake build capabilities, and AI in service delivery. It's also critical to offer a competitive commercial pricing and services model and bring in a top-notch talent pool to ensure successful SAP implementations. Select the business scenarios that are most relevant to your business requirements and then use the following tables as a guide to choose the capabilities that matter most for your technology evaluation and provider selection criteria (see Figures 6 and 7).

Figure 6

SAP Services: Capability By Core Business Scenario

Capability	SAP applications management and support	SAP products and solutions implementations
Accelerators and prebuilt IP		
AI in service delivery		
BTP support		
Business and strategy consulting		
Change management		
Cloud infrastructure, technology platform support		
Core implementation services		
Data lake build capabilities		
Deploying custom AI capabilities and agents		
Industry intelligence		
Ongoing support services		
Proprietary modern delivery methodology		

 Primary capability
  Secondary capability
  Little to no capability

© Forrester Research, Inc. Unauthorized reproduction, citation, or distribution prohibited.

Figure 7

SAP Services: Capability By Extended Business Scenario

Capability	SAP Business Data Cloud (BDC)	SAP CRM and Customer Experience (CX)	SAP Enterprise Resource Planning (ERP)	SAP Financial Management and SAP Spend Management	SAP Human Capital Management (HCM)	SAP Service Management	SAP Supply Chain Management (SCM)	SAP Sustainability Management
Accelerators and prebuilt IP	●	●	●	●	●	●	●	●
AI in service delivery	○	●	●	●	●	●	●	○
BTP support	○	○	○	○	○	○	○	○
Business and strategy consulting	●	●	●	●	●	●	●	●
Change management	○	○	○	○	○	○	○	○
Cloud Infrastructure, technology platform support	●	●	●	●	●	●	●	●

● Primary capability
 ○ Secondary capability
 ● Little to no capability

© Forrester Research, Inc. Unauthorized reproduction, citation, or distribution prohibited.

Capability	SAP Business Data Cloud (BDC)	SAP CRM and Customer Experience (CX)	SAP Enterprise Resource Planning (ERP)	SAP Financial Management and SAP Spend Management	SAP Human Capital Management (HCM)	SAP Service Management	SAP Supply Chain Management (SCM)	SAP Sustainability Management
Core implementation services	●	●	●	●	●	●	●	●
Data lake build capabilities	●	○	○	○	○	○	○	○
Deploying custom AI capabilities and agents	○	○	○	○	○	○	○	○
Industry intelligence	○	●	●	●	●	●	●	●
Ongoing support services	●	●	●	●	●	●	●	●
Proprietary modern delivery methodology	○	○	○	○	○	○	○	○

● Primary capability
 ○ Secondary capability
 ○ Little to no capability

© Forrester Research, Inc. Unauthorized reproduction, citation, or distribution prohibited.

Provider Focus: Top Three Extended Business Scenarios

Buyers expect the SAP services market to cater to the implementation of SAP products and solutions, especially cloud products and AMS. Buyers also expect that providers will assist them with modernization and support of their on-premises SAP applications. Additionally, the buyer decision then shifts toward understanding which provider specializes in offering the above services in ERP, Finance and Spend Management, HCM, SCM, CRM and CX, Service Management, Sustainability Management, and SAP BDC solutions. We asked each participating provider in the report to select the top three extended business scenarios that it focuses on. These are three business scenarios, beyond the core ones, that the provider wants customers to recognize as its areas of focus (see Figure 8). This table doesn't represent available capabilities and may not represent the only business scenarios that providers serve.

The SAP Services Landscape, Q3 2026

Forrester Report Copy Prepared Exclusively For sonakshi gupta With Mindsprint Pte Ltd. Distribution and reproduction are prohibited. For more information, see the [Terms Of Use Policy](#) and [Ways To Share Research](#).

Figure 8

SAP Services: Extended Business Scenarios By Provider

Provider	SAP Business Data Cloud (BDC)	SAP CRM and Customer Experience (CX)	SAP Enterprise Resource Planning (ERP)	SAP Financial Management and SAP Spend Management	SAP Human Capital Management (HCM)	SAP Service Management	SAP Supply Chain Management (SCM)	SAP Sustainability Management
Accenture			Q	Q			Q	
Atos			Q		Q		Q	
BearingPoint	Q		Q	Q				
Capgemini	Q		Q				Q	
CGI			Q		Q		Q	
Clarkston Consulting			Q	Q			Q	
Coforge	Q		Q		Q			
Cognizant	Q	Q	Q					
delaware			Q	Q			Q	
EPAM	Q	Q	Q					
Everforth Quinnox			Q		Q	Q		
EY			Q	Q			Q	
FPT	Q		Q				Q	
HCLTech	Q			Q			Q	

Note: Providers not included in this table did not provide their extended business scenario focus.

© Forrester Research, Inc. Unauthorized reproduction, citation, or distribution prohibited.

The SAP Services Landscape, Q3 2026

Forrester Report Copy Prepared Exclusively For sonakshi gupta With Mindsprint Pte Ltd. Distribution and reproduction are prohibited.
For more information, see the [Terms Of Use Policy](#) and [Ways To Share Research](#).

Provider	SAP Business Data Cloud (BDC)	SAP CRM and Customer Experience (CX)	SAP Enterprise Resource Planning (ERP)	SAP Financial Management and SAP Spend Management	SAP Human Capital Management (HCM)	SAP Service Management	SAP Supply Chain Management (SCM)	SAP Sustainability Management
Hexaware			Q	Q	Q			
Hitachi Digital Services			Q		Q		Q	
IBM			Q	Q			Q	
Infosys	Q		Q	Q				
KPMG	Q		Q	Q				
Kyndryl	Q		Q				Q	
Lemongrass	Q		Q	Q				
LTM			Q	Q			Q	
Mindsprint			Q		Q		Q	
Reply	Q	Q	Q					
Samsung SDS	Q		Q	Q				
Tata Consultancy Services			Q	Q			Q	
Tech Mahindra	Q		Q				Q	
Wipro	Q		Q				Q	

Note: Providers not included in this table did not provide their extended business scenario focus.

© Forrester Research, Inc. Unauthorized reproduction, citation, or distribution prohibited.

How To Work With These Providers

SAP transformation programs increasingly span business process redesign, technology modernization, workforce adoption, and continuous innovation. As a result, provider selection has become a strategic business decision rather than a technology procurement exercise. Buyers should evaluate providers based on the outcomes they need to achieve, the risks they must mitigate, and the capabilities they require over the life of the transformation. In the SAP services market, organizations should pay particular attention to:

- **Transformation roadmaps and clean-core discipline.** Buyers should assess whether providers can balance short-term business requirements with long-term architectural flexibility. Leading providers help organizations reduce unnecessary customization, standardize business processes where appropriate, and establish governance that prevents technical debt from reemerging after go-live. Buyers should also look for providers that can challenge existing ways of working and align transformation decisions to measurable business objectives rather than technical preferences.
- **Value realization and innovation accountability.** Buyers should expect providers to demonstrate how transformation investments translate into measurable business outcomes. Beyond implementation, providers should be able to articulate adoption strategies, productivity improvements, operational efficiencies, and business value metrics. Organizations should carefully evaluate claims around proprietary accelerators and AI-enabled delivery capabilities, ensuring that these assets provide tangible benefits rather than simply reduce provider delivery effort.
- **Long-term operating model and provider dependency.** Successful SAP programs require capabilities that extend well beyond deployment. Buyers should evaluate how providers support knowledge transfer, governance maturity, application evolution, and continuous improvement following implementation. The strongest providers help clients build internal competencies and sustainable operating models while avoiding excessive reliance on provider-specific resources, tools, or processes that can limit future flexibility and increase long-term costs.

Supplemental Material

Methodology

To complete our review, Forrester requested information from providers. If providers didn't share this information with us, we made estimates based on available secondary information. Forrester shared a preview of this report with participating providers before publishing.

FORRESTER®

**We help business and technology leaders use
customer obsession to accelerate growth.**

FORRESTER.COM

Turning Insights Into Action

In an AI-driven world, Forrester is on your side and by your side to help you move fast, make confident decisions, and turn insights into action that drives customer value.

Research

Get trusted advice, differentiate offerings, and deliver better outcomes faster.

- Original ideas and frameworks
- Proprietary data on customer and market dynamics
- Continuous guidance from human experts

[Learn more](#)

Consulting

Advance your initiatives and fuel business pipeline growth.

- Initiative workshops
- Webinars, speeches, and strategy sessions
- Custom content and ROI calculation tools

[Learn more](#)

Events

Build on fresh thinking, gain inspiration from peers, and put ideas into action.

- Thought leadership, frameworks, and models
- One-on-ones with peers and analysts
- Engaging in-person experiences

[Learn more](#)

Contact Us

Contact Forrester at www.forrester.com/contactus. For information on hard-copy or electronic reprints, please contact your Account Team or reprints@forrester.com. We offer quantity discounts and special pricing for academic and nonprofit institutions.

Forrester Research, Inc., 60 Acorn Park Drive, Cambridge, MA 02140 USA

Tel: +1 617-613-6000 | Fax: +1 617-613-5000 | forrester.com