PAC RADAR
Leading Providers of SAP Services Europe & Germany 2024

SITSI® I Vendor Analysis I PAC RADAR

Positioning of DXC Technology

- SAP Consulting & Systems Integration
- SAP Application Management
- SAP S/4HANA-related Services
- SAP CX-related Services
- SAP Solutions-based Sustainability
- SAP Solutions-based Innovation
- SAP-related Services for SMBs
- SAP-related Services for Large Enterprises
- SAP Services

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INTRODUCTION

The market for SAP-related services is currently more dynamic than it has been for many years. While we observe a significant slowdown in growth in many new, dynamic IT services markets, such as Salesforce and hyperscaler-related IT services, there is a marked acceleration in growth in the relatively mature market for SAP-related services.

The rapidly growing demand is obviously driven by the migration to SAP S/4HANA. Most companies in Europe are about to migrate or are in the middle of the migration process. This was confirmed by a survey conducted by PAC as part of an online survey of 550 SAP decision-makers in Europe in April/May 2023 (see chart).

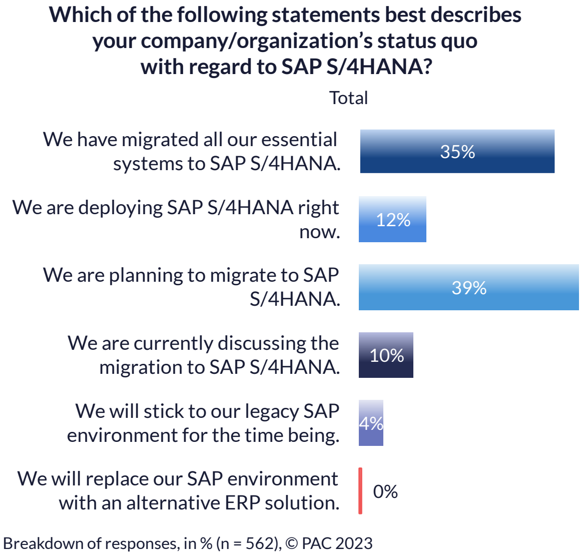


Fig. 1: For the majority of the companies surveyed, the S/4HANA migration has not yet been completed.

Standard maintenance for SAP S/4HANA ends in 2027, so companies have less than 4 years to migrate their legacy systems to the new platform. This is little time given that skilled and trained experts are scarce and the switch to S/4HANA is not a release change but a fundamental change in data models, application architecture, licensing, and deployment.

This is evident in the shift to the cloud that SAP has been driving forward with the RISE and GROW offerings. The shift has an impact on user companies' IT and application architectures, but also on the relationship between customers and service partners because service requirements are changing:

C&SI – The migration to SAP S/4HANA requires more intensive process consulting because as well as introducing the new platform, many companies also aim to modernize their processes. Plus, SAP S/4HANA offers better opportunities to integrate innovations in the areas of analytics, artificial intelligence, and automation. In addition, services providers are increasingly required to deliver cloud consulting and cloud integration, not only because SAP S/4HANA is often deployed in a cloud environment, but also to integrate SaaS solutions from SAP and partners into the new ERP environment.

Application management – The increased focus on cloud-based deployment models with a keep-the-core-clean approach is redefining SAP-related application management. Under RISE contracts, technological application management is the responsibility of SAP and will be handled in a more standardized way. In SAP S/4HANA environments, functional application management is more clearly focused on customer-specific extensions that are developed and maintained outside the core.

Hosting – With the increasing shift of SAP S/4HANA towards cloud-based platforms, both the hosting services themselves and the provider landscape are changing. Public cloud hosting services generally use infrastructure resources from AWS, Microsoft Azure, and Google Cloud, which means that consulting, migration, and operating skills for the large hyperscale platforms are becoming ever more important. Private cloud hosting providers' own data center resources are experiencing weakening demand but will nevertheless remain relevant in the foreseeable future.

In view of fundamental change and the continued strong demand for SAP-related services in the coming years, this RADAR series on SAP-related services in Europe and Germany is an important tool for assessing the positioning and specific competencies of the most important providers in the key areas of SAP solution implementation and operation. The RADARs cover the main elements of the service value chain (C&SI, application management, public and private cloud hosting) as well as key topics such as customer experience, sustainability, innovation and, of course, the most important current SAP topic, SAP S/4HANA.

KEY FINDINGS

SAP C&SI

This year's RADAR series on SAP-related services focuses on Europe and Germany. PAC has created generic RADARs (C&SI, Application Management, Hosting, Overall) for each of these two geographies, as well as topic-specific RADARs at the European level (SAP S/4HANA, CX, Sustainability, Innovations) and at the German level (Private Cloud Hosting, Public Cloud Hosting, SMBs, Large Enterprises).

The services providers evaluated in this PAC RADAR series account for almost 50% of the market volume for SAP C&SI services in the EMEA region and they are part of a very heterogeneous provider landscape. Providers range from well-established international services providers with tens of thousands of certified SAP consultants worldwide and substantial offshore and nearshore capabilities to Germany-focused providers with a few hundred, mainly domestic, SAP experts. Almost all providers in this year's analysis consider themselves to be full-service providers. However, the RADAR analysis shows that there are some providers with a focus on infrastructure services (e.g., hosting) or on SMB clients, which is mainly the case with small, SMB-focused providers based in Germany.

The consultants' focus

Services providers have significantly increased their SAP-related resources in recent years. According to PAC's analysis of the RADAR data, the number of trained SAP experts grew by an average of more than 25% globally between 2021 and 2023. We noticed that resources in Europe and Germany had expanded to a slightly lesser extent, which led to the conclusion that providers invested more heavily in the expansion of nearshore and offshore resources. Nevertheless, average resource growth is just over 20% at the European level and just under 20% in Germany, according to our RADAR data. This underscores that services continue to be provided locally at customers' premises and providers continue to invest considerable amounts in the expansion of skilled local resources.

In terms of vertical distribution, the providers focus their global resources primarily on the key sectors of discrete manufacturing/automotive, energy supply, and retail. On average, more than 20% of their vertically specialized resources cover each of these sectors. At the European level, the vertical picture looks different: discrete manufacturing/automotive dominates regarding resource allocation, far ahead of retail, energy supply, and public administration. In Germany, the clear focus is discrete manufacturing/automotive, where the analyzed providers concentrate almost 30% of their vertically aligned resources.

The resource distribution reflects the typical SAP distribution in these sectors. The only surprising finding was that rather few resources were allocated to customers from the public sector. After all, especially in the UK and Germany, many authorities use SAP's ERP platform. It may be that providers have not yet ramped up their capabilities in this sector because many public-sector organizations have not started their SAP S/4HANA migration as yet.

Coverage of SAP's product portfolio by the providers

A closer look at the distribution of resources across the SAP portfolio unsurprisingly shows a strong predominance of ERP solutions, especially SAP S/4HANA, with around a quarter of all trained consultants, followed by infrastructure-related topics such as SAP's Business Technology Platform (BTP), where providers deploy an average of more than 10% of their trained consultants.

The BTP focus is new; it was not as distinct in PAC's previous RADAR analysis of SAP-related services providers from 2021. The strong focus on BTP-trained consultants is due to the fact that BTP provides key functions that are needed in SAP S/4HANA migrations and integrations, especially with regard to cloud-based deployment models and the development of customer-specific extensions.

Based on the number of SAP consultants trained for one of the major hyperscale platforms, there is a clear preference for Microsoft Azure. Just under half of cloud-trained consultants specialize in the Microsoft platform, just under a quarter in AWS, and just over 10% in Google Cloud Platform. The trend towards Microsoft Azure was already apparent in our 2021 RADAR analysis but it has become more pronounced in recent years.

IP-based portfolio

The large services providers have invested heavily in expanding their IP-based portfolios, including, for example, the vertical extensions that they offer. They are filling a gap, because SAP focuses on some core industries and no longer serves other industries with its own vertical functionalities. Vertical solutions are often just developed for subsectors to cover specific business processes in a very targeted manner and link them with the basic ERP functions of the SAP S/4HANA system.

Some providers also offer accelerators, migration frameworks, and industry templates, especially for SAP S/4HANA migrations. These offerings are designed to simplify and accelerate the switch to the new ERP platform. The providers continuously incorporate their experience gained in migration projects towards the further development of their IP solutions in order to standardize and automate project work. Large international services providers, in particular, bundle their IP assets for SAP S/4HANA migration into a package and offer it as a supplement to the standard services included in the RISE offerings. Typical RISE extensions are industry templates, process model accelerators, and managed services (security, performance tuning).

Contract design

Only a few providers are willing to conclude performance-based SAP C&SI contracts with their customers, which include, for example, a bonus-malus rule or performance-based pricing. Contracts based on time & material or a fixed price are predominant, with a certain pattern emerging: consulting-led providers tend to use time & material pricing models in SAP C&SI contracts, while infrastructure-led providers tend to prefer fixed-price models. The picture is less clear-cut for players headquartered in India, who tend to favor fixed-price models. They also appear to be open to performance-based models.

SAP Hosting

Hosting services dedicated to SAP solutions remain a fast-growing services market. The nature of these services has changed drastically in recent years, however. While typical hosting providers used to stress the impressive number of their data center facilities and hosted infrastructures in the past, most providers today pursue a CAPEX-light strategy. As well as hyperscale cloud data centers replacing more and more provider-owned hosting data centers, colocation has also gained in importance.

At the global level, PAC expects the market for public cloud-based SAP hosting services to outstrip the market for legacy and private cloud-based SAP hosting for the first time in 2027; in Europe, this is expected for 2028. With its RISE with SAP program, SAP is massively pushing public cloud migration. In addition, collaboration with public cloud providers can help close gaps in international reach and promises continual access to the latest innovations in areas such as analytics and AI.

The increase in public cloud migrations has massively impacted the competitive landscape in the SAP hosting space. Established hosting providers as well as systems integrators, which used to be positioned in the C&SI and AM services markets in the past, offer end-to-end SAP operations, i.e., a combination of cloud management and SAP operations. The RISE with SAP concept, however, comes with the risk of services providers evolving into SAP subcontractors.

Still, not all SAP systems will be migrated to public cloud platforms. Private, or at least hybrid, architectures will remain highly relevant. Local or regional data center resources may even be considered as a USP in sensitive areas like the public sector.

Typical SAP hosting services comprise a very broad range of services, from initial tasks such as technical concept, architecture & design, installation, setup, configuration, testing, and migration/transition to data center management, infrastructure & system management, administration, monitoring, server hardware, operating system and database management, storage management & archiving, service desk, SLA management/reporting, etc., depending on the hosting model (legacy/private vs. public cloud-based). It may also include more transformational services such as technical application migration and cloud migration. This is why the providers we have assessed, which account for 62% of the revenues generated from SAP hosting services on the European market, are very heterogeneous.

Service automation has been applied along this SAP hosting value chain for years now. There is hardly any task not considered as suitable for a high degree of automation. The highest degree of automation can today be found in areas like infrastructure and SLA management. The biggest increase in automation, though, is expected to occur in traditionally rather manual services such as installation, transition, and documentation.

SAP AM

Just as with SAP hosting, the nature of SAP application management has changed dramatically. The more customers roll out SAP's SaaS solutions or SAP's RISE with SAP concept, and the more they follow SAP's suggestion to "keep the core clean", the lower the demand will be for complex application management services. Market growth in SAP AM will thus be lower than in overall SAP-related services.

SAP application management engagements potentially comprise a very broad spectrum of services ranging from initial tasks such as audit/health check, application portfolio assessment, maintenance planning, etc., through transition, change management, etc., to ongoing services such as technical operations and monitoring, release and deployment management, knowledge management, and system documentation. They may also include more transformational services such as application consolidation and modernization, custom solution development, and testing.

As application management sits right at the intersection of consulting & systems integration (C&SI) for the transformational part and operation services (efficiency and mature processes), successful SAP application management providers have to be equally well-positioned in both areas.

The C&SI character of application management (transition & transformation, further development) requires in-depth process and SAP know-how, while the operational character of application management (maintenance, incident management) requires efficiency and quality of service. The providers we have positioned, which account for 60% of the revenues generated from SAP application management (AM) on the European market, meet these requirements, albeit to varying degrees.

The large system integrators usually consider functional SAP AM to be an extension of their SAP-related C&SI business. With increasing cloud adoption and concepts like RISE with SAP, however, many SIs have expanded their business towards more technical AM – the historical core business of established hosting providers.

Application management services are strongly linked to nearshore and offshore delivery. Some smaller, mostly local vendors work exclusively with local teams. Most large providers, on the other hand, extend their on-site resources significantly by a global delivery team, leveraging low-cost regions. For large international players, the nearshore/offshore share in SAP AM is often up to 80%, sometimes even higher.

Service automation is another lever to increase the efficiency of AM, but also the quality of service. A very diverse range of tools and technologies are used for a variety of tasks, including machine learning algorithms, commercial tools for robotic process automation, and vendor-specific automation platforms that incorporate artificial intelligence.

Despite the current hype around AI, particularly generative AI, providers' expectations as to what level of automation can be reached in SAP AM have been decreasing since 2018. Some progress has clearly been made, however, mainly in areas like technical operations and 1st/2nd-level support, and there still are some ambitious plans for the future, mainly in areas like health check, testing, service asset and configuration management, as well as release and deployment management.

RADAR by PAC

PAC RADAR "LEADERS IN SAP CONSULTING & SYSTEMS INTEGRATION IN EUROPE 2024"

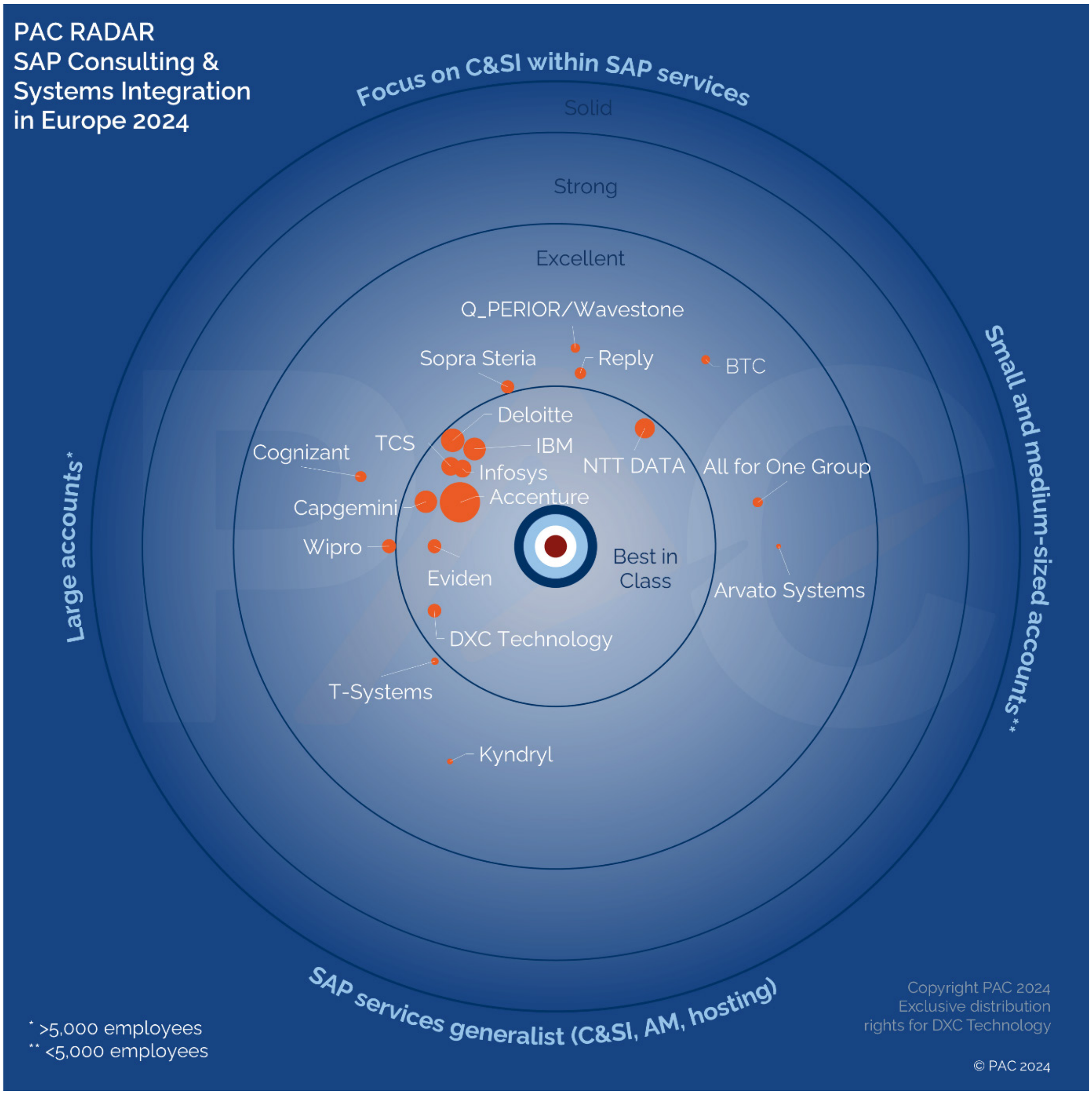


Fig. 2: PAC RADAR "Leaders in SAP Consulting & Systems Integration in Europe 2024"

The classification of providers is based on the overall score:

"Best in Class"	1.0 – 1.9
"Excellent"	2.0 – 2.9
"Strong"	3.0 – 3.9

REVIEW OF TOP-SEEDED PROVIDER DXC TECHNOLOGY

PAC RADAR "Leaders in SAP Consulting & Systems Integration in Europe 2024"

Best in Class

Cluster	Average	DXC Technology
Market strength	2.21	2.19
Competence	1.09	1.58
Total score	**2.08**	**1.84**

Criteria rated significantly ABOVE AVERAGE (more than 0.75)

- Coverage of different industries – related to the number of SAP consultants
- Strength and balance of the SAP-related global delivery
- SAP C&SI – maturity of delivery and go-to-market
- Coverage of different pricing models SAP C&SI
- Involvement of nearshore resources in SAP services delivery
- Involvement of offshore resources in SAP services delivery
- Experience with SAP CX projects
- Experience with SAP sustainability projects
- Success in new customer acquisition
- International reach

Criteria rated significantly BELOW AVERAGE (more than 0.75)

- Longevity of customer relationships in SAP services
- SAP services – recent development of the market share in Europe

RADAR by PAC

PAC RADAR "LEADERS IN SAP CONSULTING & SYSTEMS INTEGRATION IN GERMANY 2024"

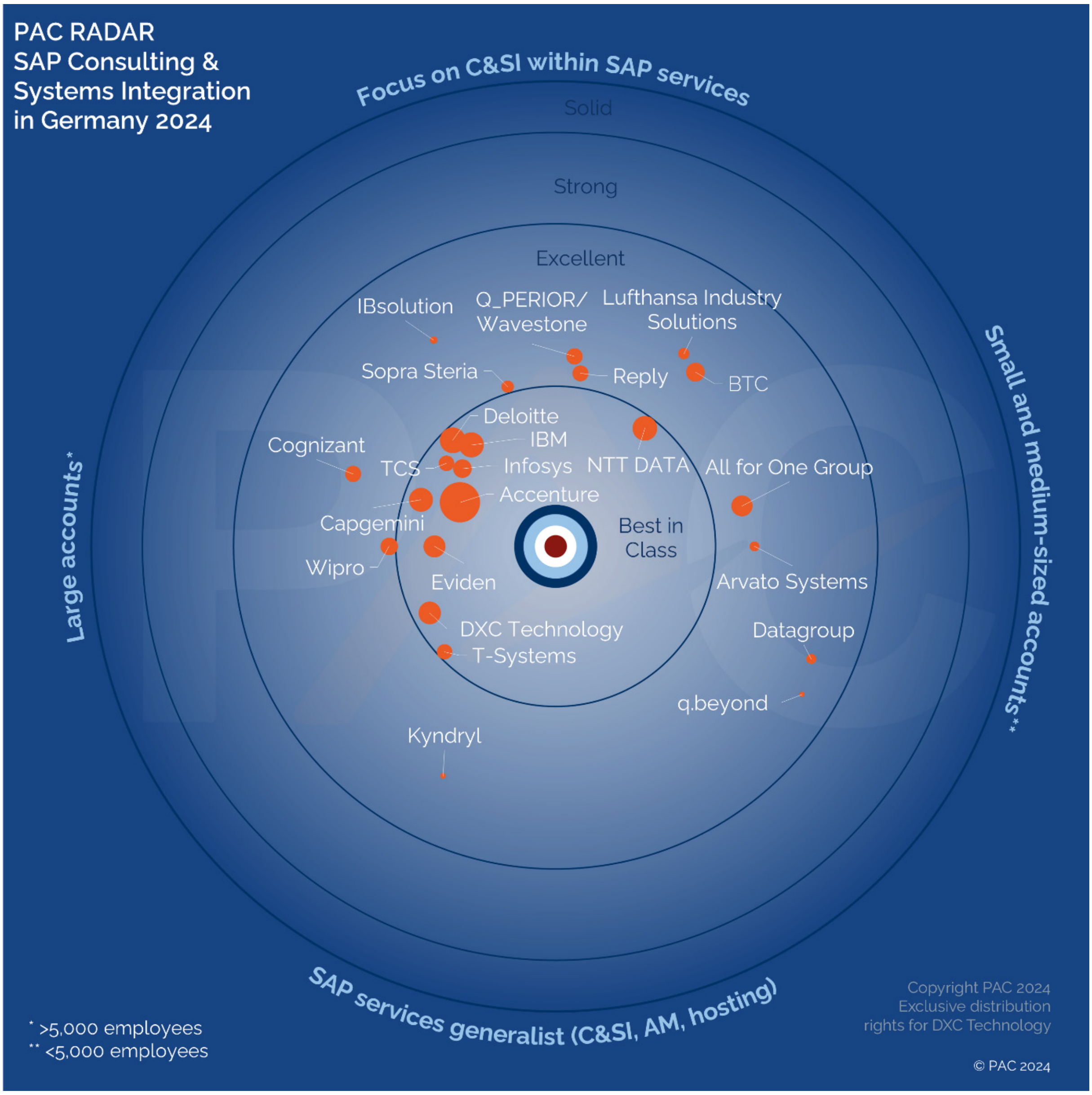


Fig. 3: PAC RADAR "Leaders in SAP Consulting & Systems Integration in Germany 2024"

The classification of providers is based on the overall score:

"Best in Class"	1.0 – 1.9
"Excellent"	2.0 – 2.9
"Strong"	3.0 – 3.9

REVIEW OF TOP-SEEDED PROVIDER DXC TECHNOLOGY

PAC RADAR "Leaders in SAP Consulting & Systems Integration in Germany 2024" — Best in Class

Cluster	Average	DXC Technology
Market strength	2.21	2.27
Competence	2.08	1.58
Total score	**2.13**	**1.86**

Criteria rated significantly ABOVE AVERAGE (more than 0.75)

- Coverage of different industries – related to the number of SAP consultants
- Strength and balance of the SAP-related global delivery
- SAP C&SI – maturity of delivery and go-to-market
- Coverage of different pricing models SAP C&SI
- Involvement of nearshore resources in SAP services delivery
- Involvement of offshore resources in SAP services delivery
- Experience with SAP CX projects
- Experience with SAP sustainability projects
- Success in new customer acquisition
- International reach

Criteria rated significantly BELOW AVERAGE (more than 0.75)

- Longevity of customer relationships in SAP services
- SAP services – recent development of the market share in Germany
- Recognition by the competition – SAP C&SI in Germany

RADAR by PAC

PAC RADAR "LEADERS IN SAP APPLICATION MANAGEMENT IN EUROPE 2024"

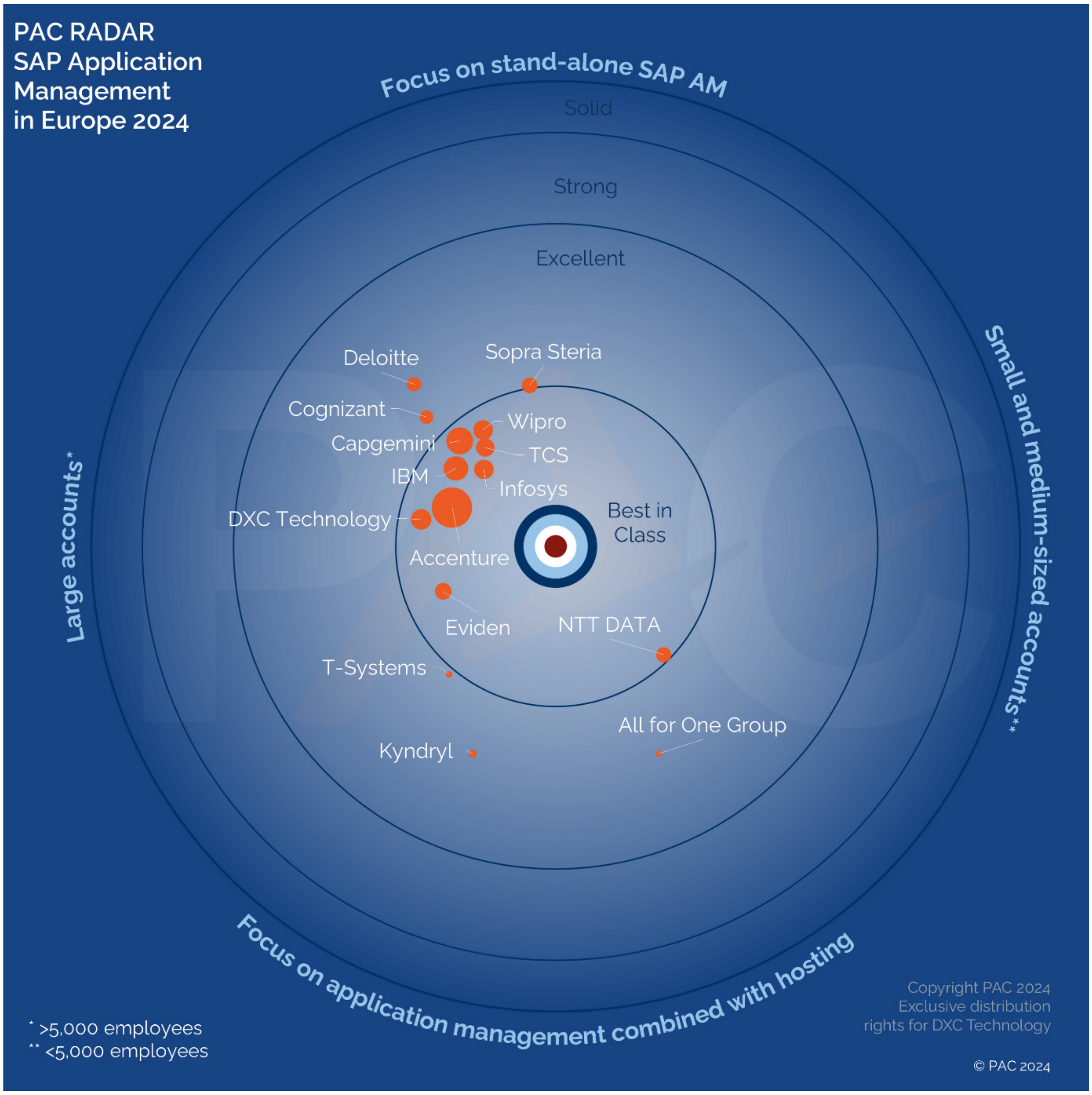


Fig. 4: PAC RADAR "Leaders in SAP Application Management in Europe 2024"

The classification of providers is based on the overall score:

"Best in Class"	1.0 – 1.9
"Excellent"	2.0 – 2.9
"Strong"	3.0 – 3.9

REVIEW OF TOP-SEEDED PROVIDER DXC TECHNOLOGY

PAC RADAR "Leaders in SAP Application Management in Europe 2024" — Best in Class

Cluster	Average	DXC Technology
Market strength	2.08	2.23
Competence	1.86	1.53
Total score	**1.95**	**1.81**

Criteria rated significantly ABOVE AVERAGE (more than 0.75)	Criteria rated significantly BELOW AVERAGE (more than 0.75)

Criteria rated significantly ABOVE AVERAGE (more than 0.75)

- Coverage of different industries – related to the number of SAP consultants
- Strength and balance of the SAP-related global delivery
- Service desk – number of covered languages
- Degree of automation in SAP AM – vision and plan
- AM for SAP SaaS solutions
- SAP AM maturity of delivery and go-to-market
- Involvement of nearshore resources in SAP services delivery
- Involvement of offshore resources in SAP services delivery
- Focus on / experience with large SAP AM projects
- Coverage of SAP AM business models (maintenance, managed services, outsourcing, transformation, etc.)
- Coverage of different pricing models – SAP AM
- Success in new customer acquisition
- SAP AM market share of the provider in Europe
- International reach

Criteria rated significantly BELOW AVERAGE (more than 0.75)

- Longevity of customer relationships in SAP services
- SAP services – recent development of the market share in Europe

PAC RADAR "LEADERS IN SAP APPLICATION MANAGEMENT IN GERMANY 2024"

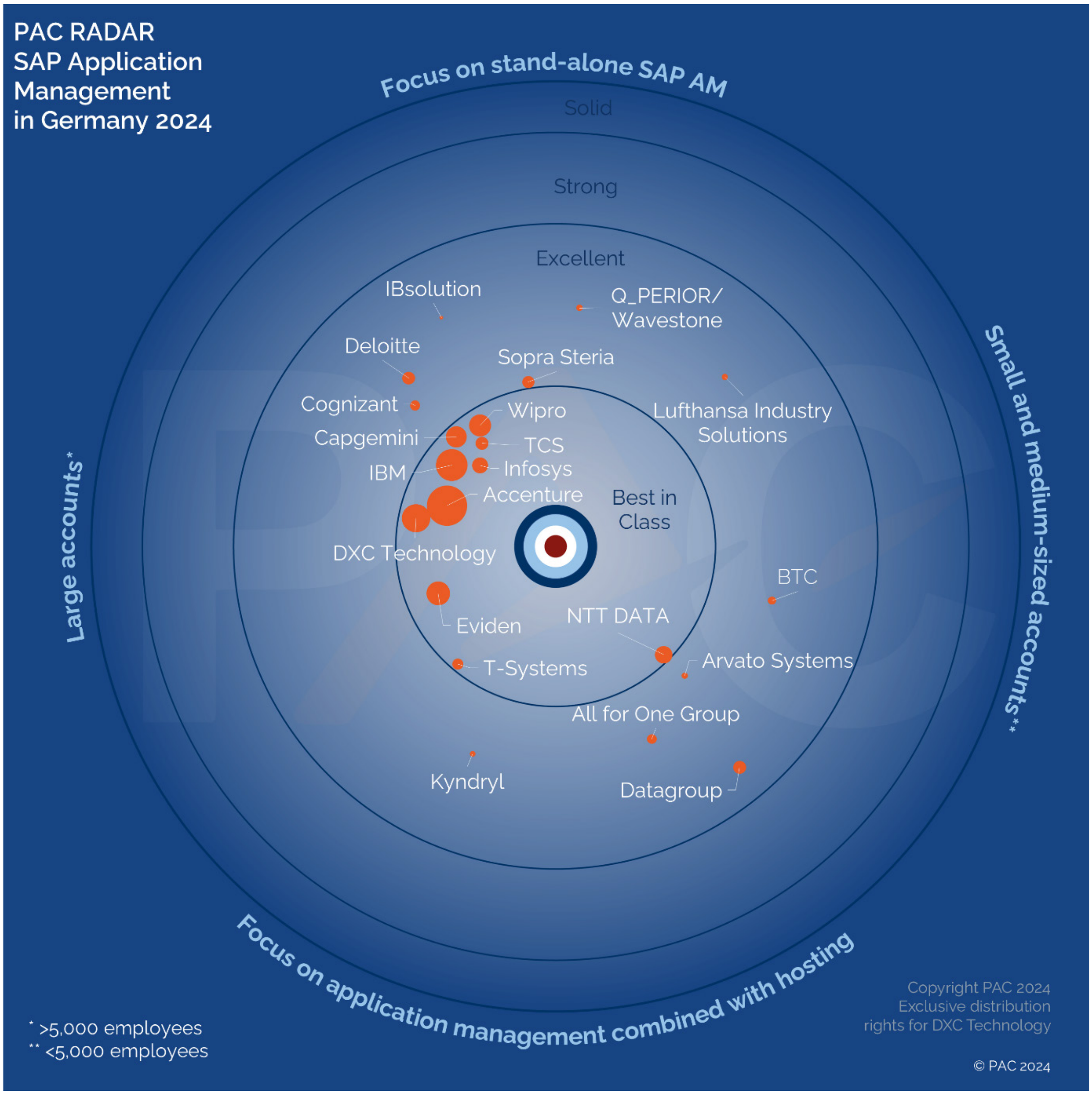


Fig. 5: PAC RADAR "Leaders in SAP Application Management in Germany 2024"

The classification of providers is based on the overall score:

"Best in Class"	1.0 – 1.9
"Excellent"	2.0 – 2.9
"Strong"	3.0 – 3.9

REVIEW OF TOP-SEEDED PROVIDER DXC TECHNOLOGY

PAC RADAR "Leaders in SAP Application Management in Germany 2024" — **Best in Class**

Cluster	Average	DXC Technology
Market strength	2.16	2.36
Competence	2.12	1.55
Total score	**2.13**	**1.87**

Criteria rated significantly ABOVE AVERAGE (more than 0.75)	Criteria rated significantly BELOW AVERAGE (more than 0.75)
• Coverage of different industries – related to the number of SAP consultants • Strength and balance of the SAP-related global delivery • Service desk – number of covered languages • Degree of automation in SAP AM – vision and plan • AM for SAP SaaS solutions • SAP AM maturity of delivery and go-to-market • Involvement of nearshore resources in SAP services delivery • Involvement of offshore resources in SAP services delivery • Focus on / experience with large SAP AM projects • Coverage of SAP AM business models (maintenance, managed services, outsourcing, transformation, etc.) • Coverage of different pricing models – SAP AM • Success in new customer acquisition • SAP AM market share of the provider in Germany • International reach	• Longevity of customer relationships in SAP services • SAP services – recent development of the market share in Germany

PAC INNOVATION RADAR "LEADERS IN SAP S/4HANA-RELATED SERVICES IN EUROPE 2024"

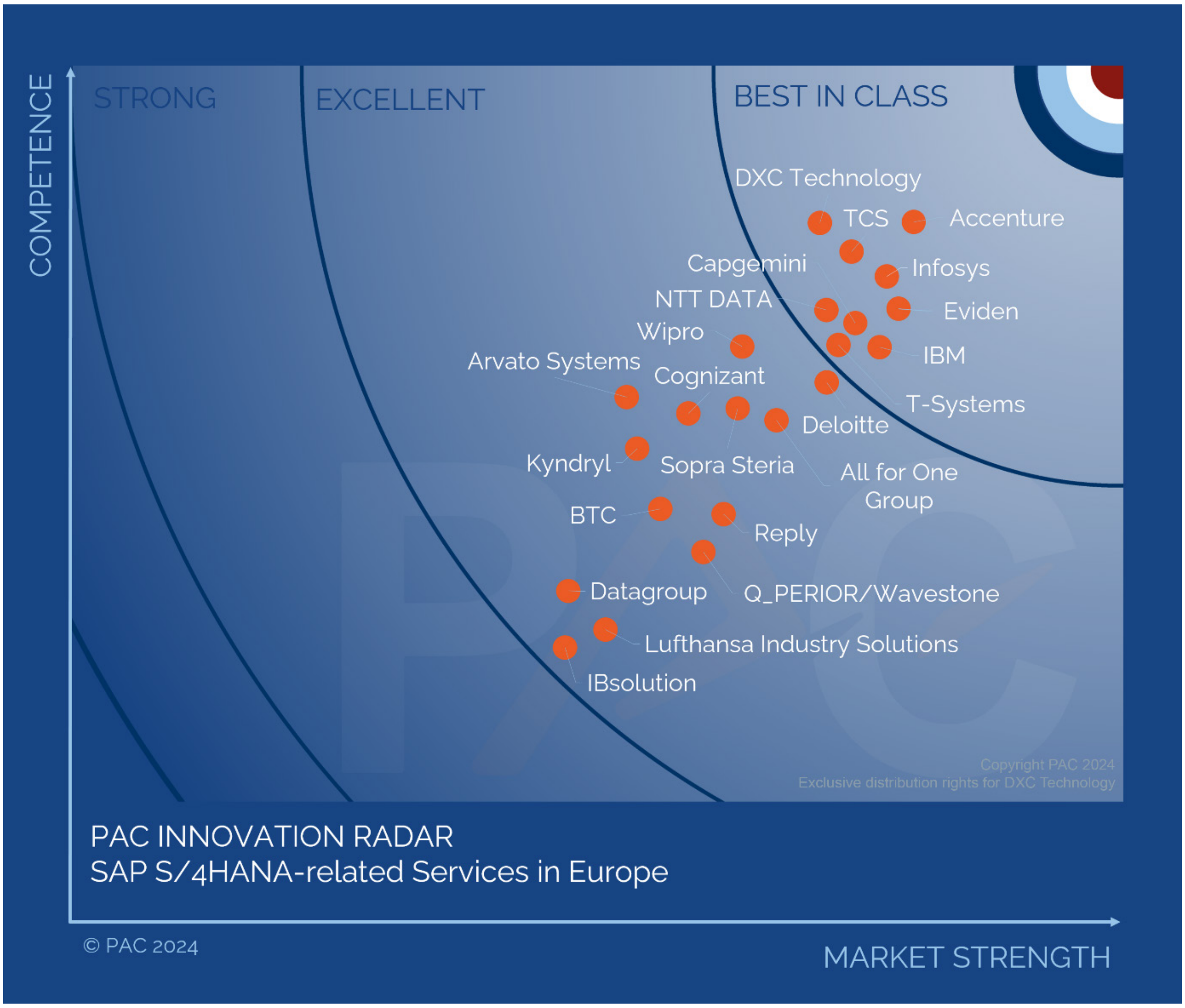


Fig. 6: PAC INNOVATION RADAR "Leaders in SAP S/4HANA-related Services in Europe 2024"

The classification of providers is based on the overall score:

"Best in Class"	1.0 – 1.9
"Excellent"	2.0 – 2.9
"Strong"	3.0 – 3.9

REVIEW OF TOP-SEEDED PROVIDER DXC TECHNOLOGY

PAC RADAR "Leaders in SAP S/4HANA-related Services in Europe 2024"

Best in Class

Cluster	Average	DXC Technology
Market strength	2.29	2.09
Competence	2.14	1.55
Total score	**2.21**	**1.79**

Criteria rated significantly ABOVE AVERAGE (more than 0.75)	Criteria rated significantly BELOW AVERAGE (more than 0.75)

Criteria rated significantly ABOVE AVERAGE (more than 0.75)

- History – SAP hosting services
- Coverage of different industries – related to the number of SAP consultants
- Strength and balance of the SAP-related global delivery
- Service desk – number of covered languages
- Employee resources for public cloud-based SAP hosting
- SAP C&SI – maturity of delivery and go-to-market
- AM for SAP SaaS solutions
- SAP AM maturity of delivery and go-to-market
- Portfolio – coverage of public cloud-based SAP hosting service value chain
- Portfolio – coverage of legacy & private cloud-based SAP hosting service value chain
- Portfolio – integration of third-party public IaaS solutions for SAP hosting
- Coverage of different pricing models SAP C&SI
- Involvement of nearshore resources in SAP services delivery
- Involvement of offshore resources in SAP services delivery
- Experience in private cloud-based SAP hosting
- Success in new customer acquisition
- SAP AM market share of the provider in Europe
- SAP hosting market share of the provider in Europe
- International reach

Criteria rated significantly BELOW AVERAGE (more than 0.75)

- Longevity of customer relationships in SAP services
- SAP services – recent development of the market share in Europe

RADAR by PAC

PAC INNOVATION RADAR "LEADERS IN SAP CX-RELATED SERVICES IN EUROPE 2024"

Fig. 7: PAC INNOVATION RADAR "Leaders in SAP CX-related Services in Europe 2024"

The classification of providers is based on the overall score:

"Best in Class"	1.0 – 1.9
"Excellent"	2.0 – 2.9
"Strong"	3.0 – 3.9

REVIEW OF TOP-SEEDED PROVIDER DXC TECHNOLOGY

PAC RADAR "Leaders in SAP CX-related Services in Europe 2024"

Best in Class

Cluster	Average	DXC Technology
Market strength	2.25	2.05
Competence	2.09	1.78
Total score	**2.16**	**1.90**

Criteria rated significantly ABOVE AVERAGE (more than 0.75)	Criteria rated significantly BELOW AVERAGE (more than 0.75)

Criteria rated significantly ABOVE AVERAGE (more than 0.75)

- Coverage of different industries – related to the number of SAP consultants
- Strength and balance of the SAP-related global delivery
- Service desk – number of covered languages
- Employee resources for public cloud-based SAP hosting
- SAP C&SI – maturity of delivery and go-to-market
- AM for SAP SaaS solutions
- SAP AM maturity of delivery and go-to-market
- Coverage of different pricing models SAP C&SI
- Involvement of nearshore resources in SAP services delivery
- Involvement of offshore resources in SAP services delivery
- Experience with SAP CX projects
- Success in new customer acquisition
- International reach

Criteria rated significantly BELOW AVERAGE (more than 0.75)

- Longevity of customer relationships in SAP services
- SAP services – recent development of the market share in Europe

PAC INNOVATION RADAR "LEADERS IN SAP SOLUTIONS-BASED INNOVATION IN EUROPE 2024"

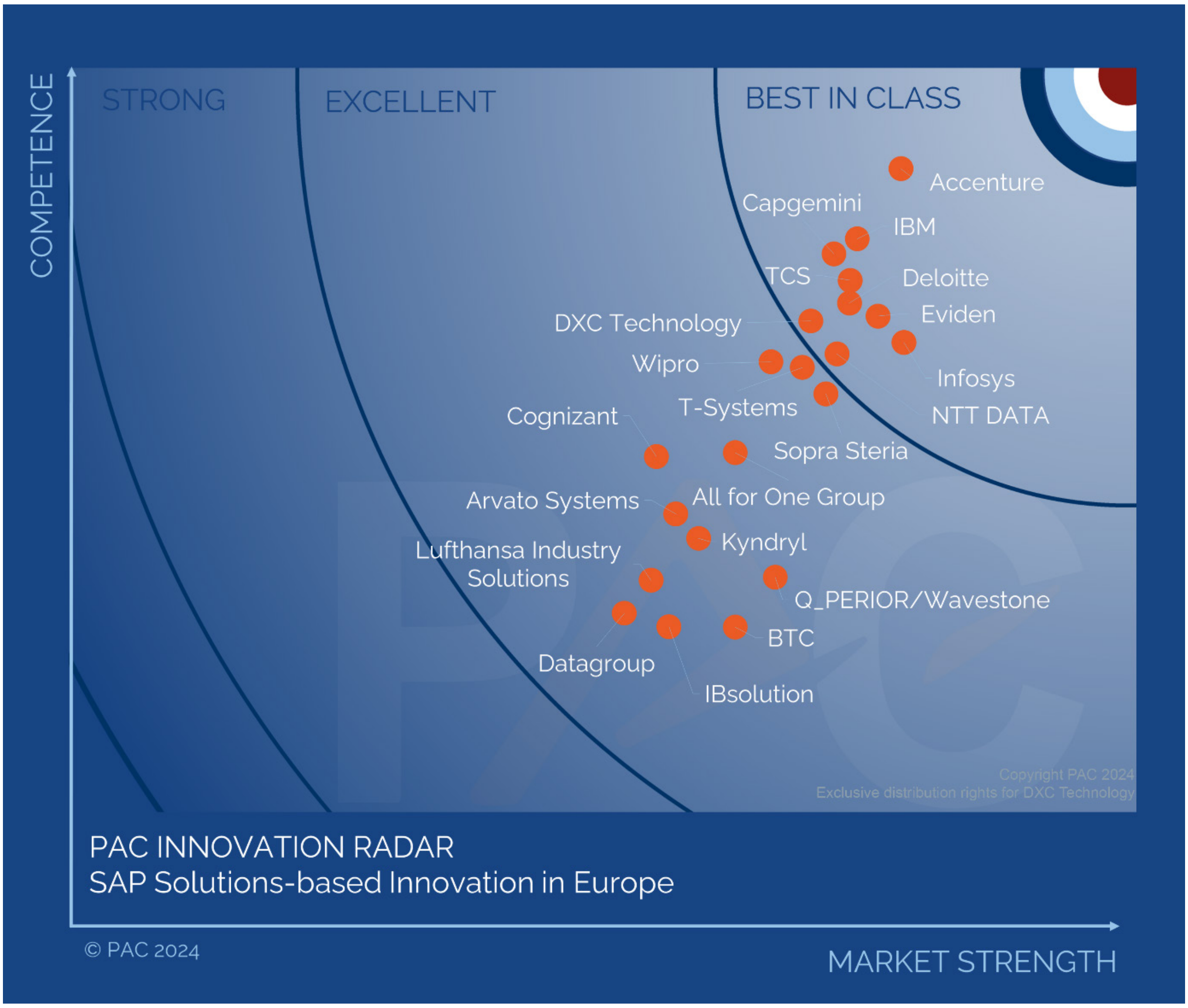


Fig. 8: PAC INNOVATION RADAR "Leaders in SAP Solutions-based Innovation in Europe 2024"

The classification of providers is based on the overall score:

"Best in Class"	1.0 – 1.9
"Excellent"	2.0 – 2.9
"Strong"	3.0 – 3.9

REVIEW OF TOP-SEEDED PROVIDER DXC TECHNOLOGY

PAC RADAR "Leaders in SAP Solutions-based Innovation in Europe 2024" — **Best in Class**

Cluster	Average	DXC Technology
Market strength	2.21	2.15
Competence	2.12	1.85
Total score	**2.16**	**1.98**

Criteria rated significantly ABOVE AVERAGE (more than 0.75)	Criteria rated significantly BELOW AVERAGE (more than 0.75)

Criteria rated significantly ABOVE AVERAGE (more than 0.75)

- Coverage of different industries – related to the number of SAP consultants
- Strength and balance of the SAP-related global delivery
- Employee resources for public cloud-based SAP hosting
- SAP C&SI – maturity of delivery and go-to-market
- AM for SAP SaaS solutions
- SAP AM maturity of delivery and go-to-market
- Coverage of different pricing models SAP C&SI
- Involvement of nearshore resources in SAP services delivery
- Involvement of offshore resources in SAP services delivery
- Success in new customer acquisition
- International reach

Criteria rated significantly BELOW AVERAGE (more than 0.75)

- Longevity of customer relationships in SAP services
- SAP services – recent development of the market share in Europe

RADAR by PAC

PAC INNOVATION RADAR "LEADERS IN SAP SOLUTIONS-BASED SUSTAINABILITY IN EUROPE 2024"

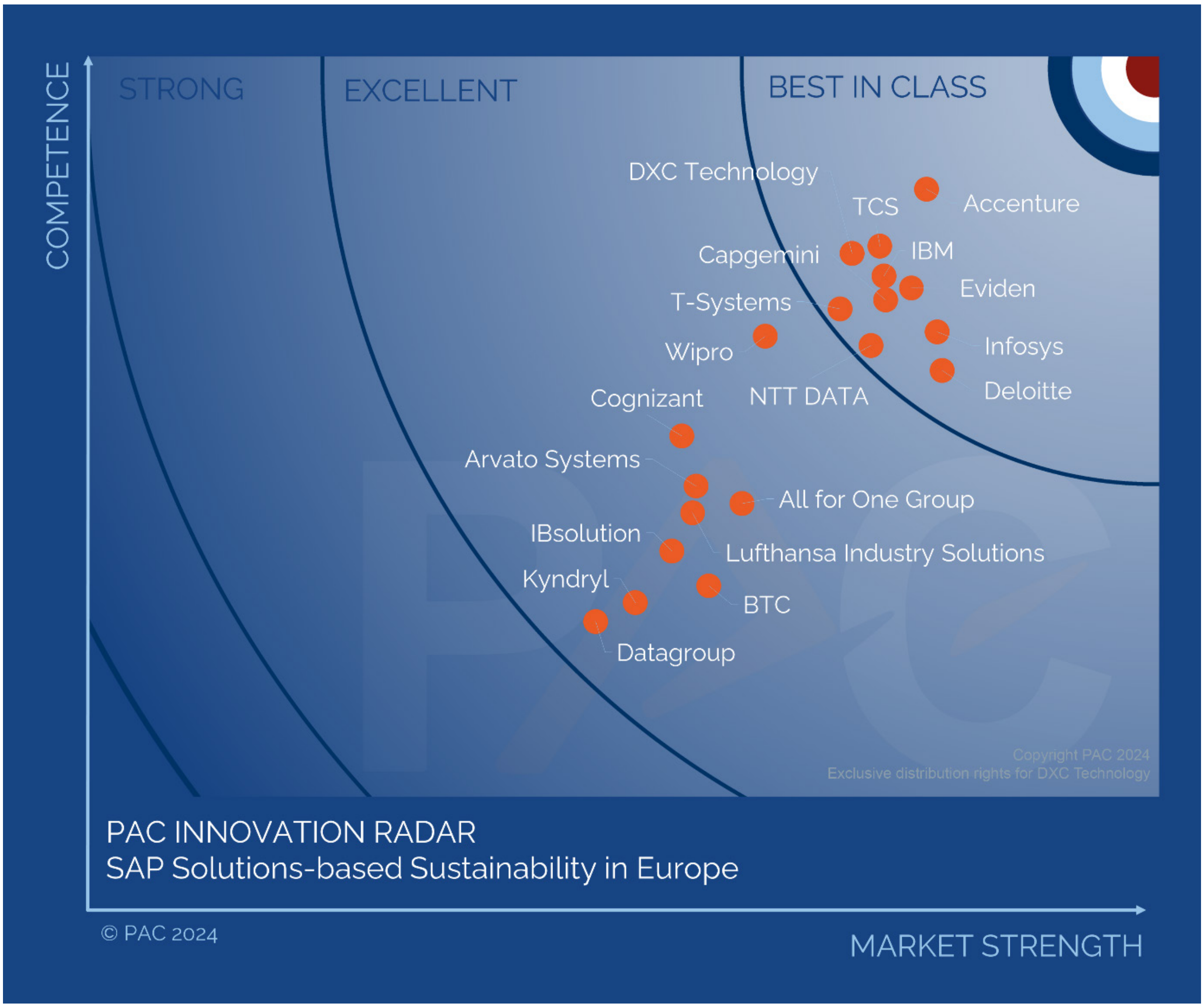


Fig. 9: PAC INNOVATION RADAR "Leaders in SAP Solutions-based Sustainability in Europe 2024"

The classification of providers is based on the overall score:

"Best in Class"	1.0 – 1.9
"Excellent"	2.0 – 2.9
"Strong"	3.0 – 3.9

REVIEW OF TOP-SEEDED PROVIDER DXC TECHNOLOGY

PAC RADAR "Leaders in SAP Solutions-based Sustainability in Europe 2024" Best in Class

Cluster	Average	DXC Technology
Market strength	2.28	2.04
Competence	2.10	1.67
Total score	**2.18**	**1.84**

Criteria rated significantly ABOVE AVERAGE (more than 0.75)	Criteria rated significantly BELOW AVERAGE (more than 0.75)

Criteria rated significantly ABOVE AVERAGE (more than 0.75)

- Coverage of different industries – related to the number of SAP consultants
- Strength and balance of the SAP-related global delivery
- Employee resources for public cloud-based SAP hosting
- SAP C&SI – maturity of delivery and go-to-market
- AM for SAP SaaS solutions
- SAP AM maturity of delivery and go-to-market
- Coverage of different pricing models SAP C&SI
- Involvement of nearshore resources in SAP services delivery
- Involvement of offshore resources in SAP services delivery
- Experience with SAP sustainability projects
- Success in new customer acquisition
- International reach

Criteria rated significantly BELOW AVERAGE (more than 0.75)

- Longevity of customer relationships in SAP services
- SAP services – recent development of the market share in Europe

PAC INNOVATION RADAR "LEADERS IN SAP-RELATED SERVICES FOR SMBS IN GERMANY 2024"

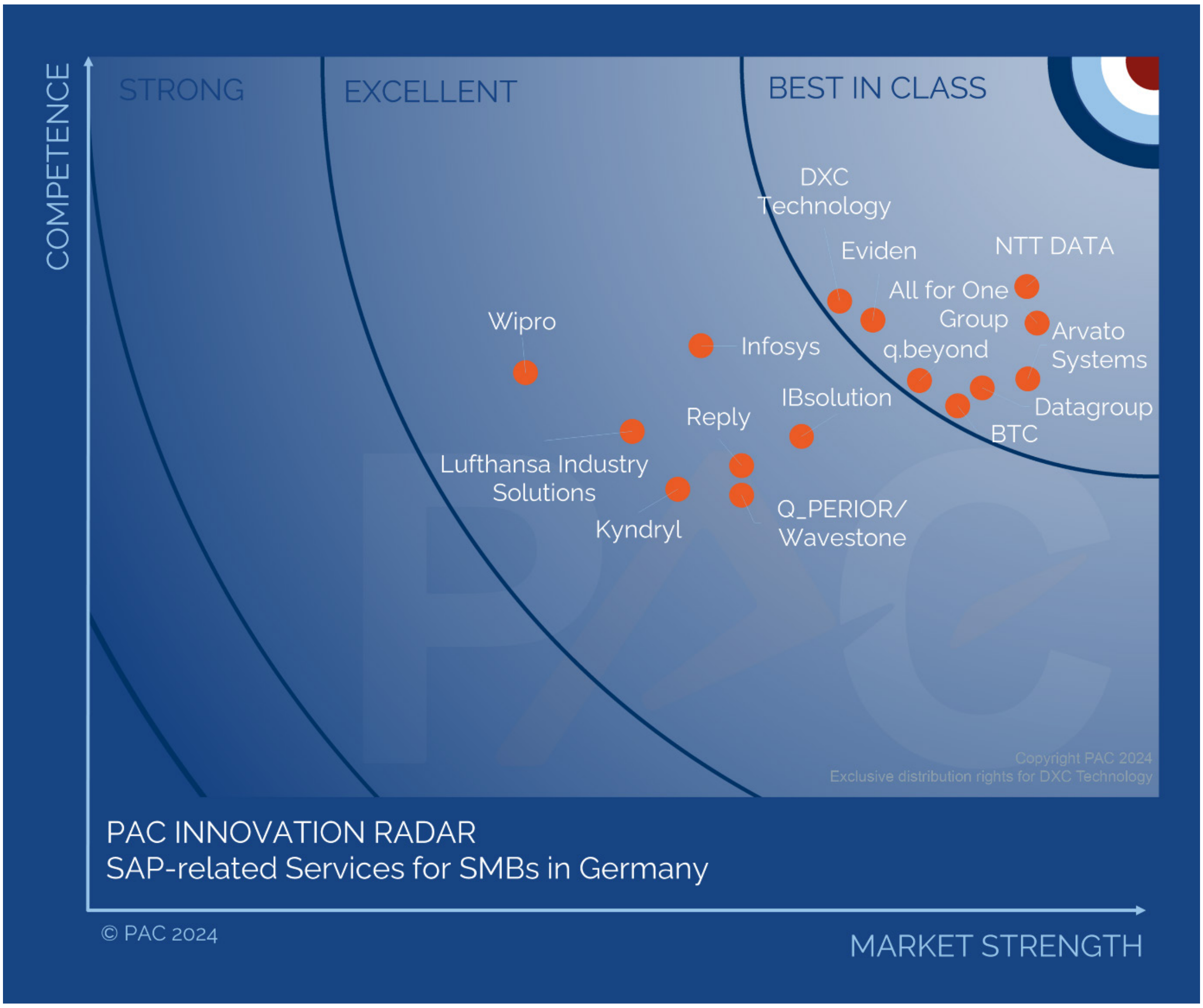


Fig. 10: PAC INNOVATION RADAR "Leaders in SAP-related Services for SMBs in Germany 2024"

The classification of providers is based on the overall score:

"Best in Class"	1.0 – 1.9
"Excellent"	2.0 – 2.9
"Strong"	3.0 – 3.9

REVIEW OF TOP-SEEDED PROVIDER DXC TECHNOLOGY

PAC RADAR "Leaders in SAP-related Services for SMBs in Germany 2024" Best in Class

Cluster	Average	DXC Technology
Market strength	2.12	2.08
Competence	2.13	1.82
Total score	**2.13**	**1.96**

Criteria rated significantly ABOVE AVERAGE (more than 0.75)	Criteria rated significantly BELOW AVERAGE (more than 0.75)
• History – SAP hosting services • History – public cloud-based SAP hosting services • Coverage of different industries – related to the number of SAP consultants • Service desk – number of covered languages • Employee resources for public cloud-based SAP hosting • SAP C&SI – maturity of delivery and go-to-market • Degree of automation in SAP AM – vision and plan • AM for SAP SaaS solutions • SAP AM maturity of delivery and go-to-market • Portfolio – coverage of public cloud-based SAP hosting service value chain • Portfolio – coverage of legacy & private cloud-based SAP hosting service value chain • Portfolio – integration of third-party public IaaS solutions for SAP hosting • Coverage of different pricing models SAP C&SI • Involvement of nearshore resources in SAP services delivery • Involvement of offshore resources in SAP services delivery • Experience with SAP CX projects • Experience with SAP sustainability projects • Coverage of SAP AM business models (maintenance, managed services, outsourcing, transformation, etc.) • Experience in private cloud-based SAP hosting • Flexibility in SAP hosting engagements and pricing • Success in new customer acquisition • SAP AM market share of the provider in Germany • SAP hosting market share of the provider in Germany • International reach	• Longevity of customer relationships in SAP services • SAP services – recent development of the market share in Germany • Recognition by the competition – SAP C&SI in Germany

RADAR by PAC

PAC INNOVATION RADAR "LEADERS IN SAP-RELATED SERVICES FOR LARGE ENTERPRISES IN GERMANY 2024"

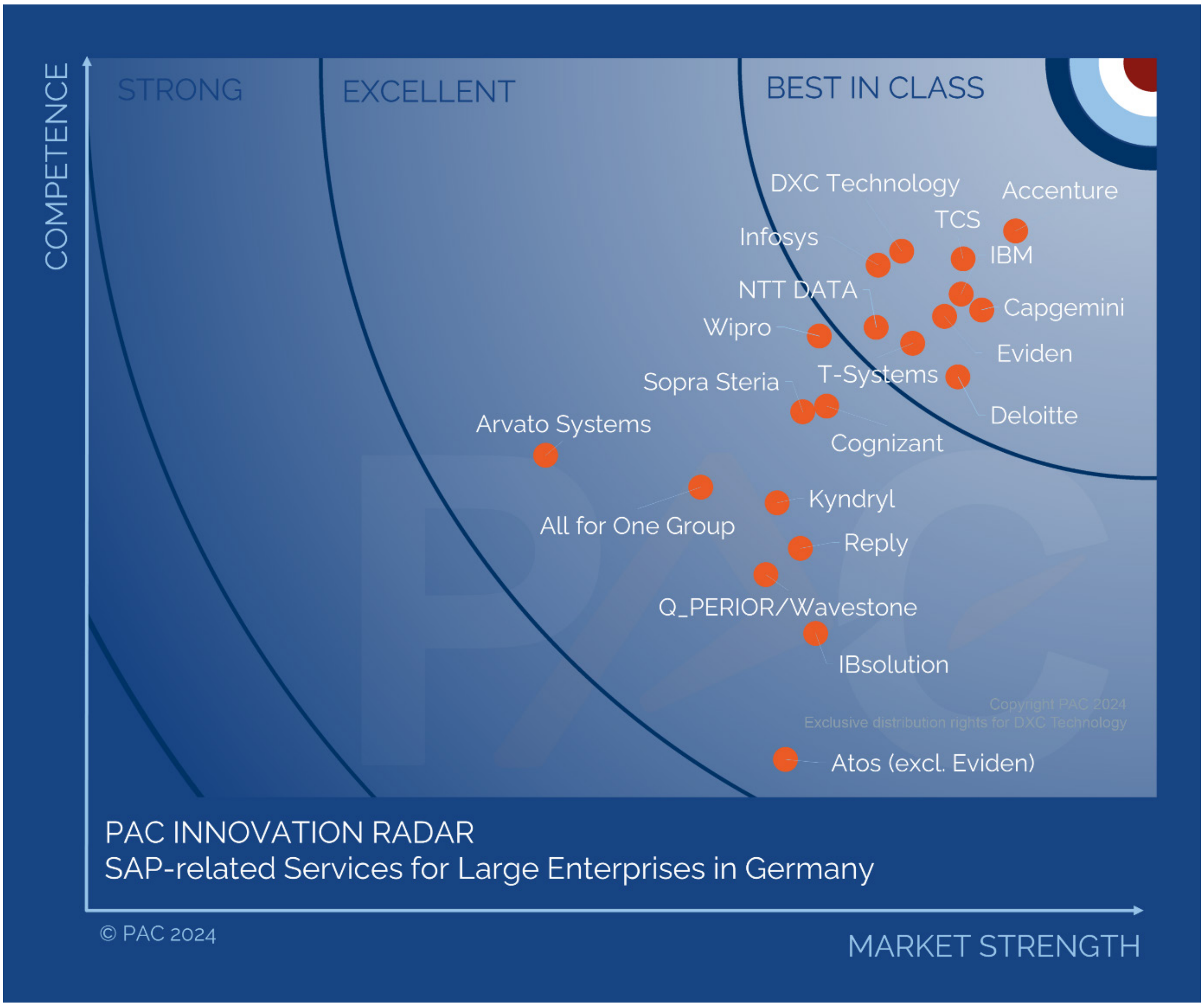


Fig. 11: PAC INNOVATION RADAR "Leaders in SAP-related Services for Large Enterprises in Germany 2024"

The classification of providers is based on the overall score:

"Best in Class"	1.0 – 1.9
"Excellent"	2.0 – 2.9
"Strong"	3.0 – 3.9

RADAR by PAC

REVIEW OF TOP-SEEDED PROVIDER DXC TECHNOLOGY

PAC RADAR "SAP-related Services for Large Enterprises in Germany 2024" **Best in Class**

Cluster	Average	DXC Technology
Market strength	2.02	1.79
Competence	2.15	1.59
Total score	**2.09**	**1.69**

Criteria rated significantly ABOVE AVERAGE (more than 0.75)	Criteria rated significantly BELOW AVERAGE (more than 0.75)
• History – SAP hosting services • History – public cloud-based SAP hosting services • Coverage of different industries – related to the number of SAP consultants • Strength and balance of the SAP-related global delivery • Service desk – number of covered languages • Employee resources for public cloud-based SAP hosting • SAP C&SI – maturity of delivery and go-to-market • Degree of automation in SAP AM – vision and plan • AM for SAP SaaS solutions • SAP AM maturity of delivery and go-to-market • Portfolio – coverage of public cloud-based SAP hosting service value chain • Portfolio – coverage of legacy & private cloud-based SAP hosting service value chain • Portfolio – integration of third-party public IaaS solutions for SAP hosting • Coverage of different pricing models SAP C&SI • Involvement of nearshore resources in SAP services delivery • Involvement of offshore resources in SAP services delivery • Experience with SAP CX projects • Experience with SAP sustainability projects • Focus on / experience with large SAP AM projects • Coverage of SAP AM business models (maintenance, managed services, outsourcing, transformation, etc.) • Experience in private cloud-based SAP hosting • Flexibility in SAP hosting engagements and pricing • Success in new customer acquisition • SAP AM market share of the provider in Germany • SAP hosting market share of the provider in Europe • International reach	• Longevity of customer relationships in SAP services • SAP services – recent development of the market share in Germany • Recognition by the competition – SAP C&SI in Germany

PAC RADAR "LEADERS IN SAP SERVICES IN EUROPE 2024"

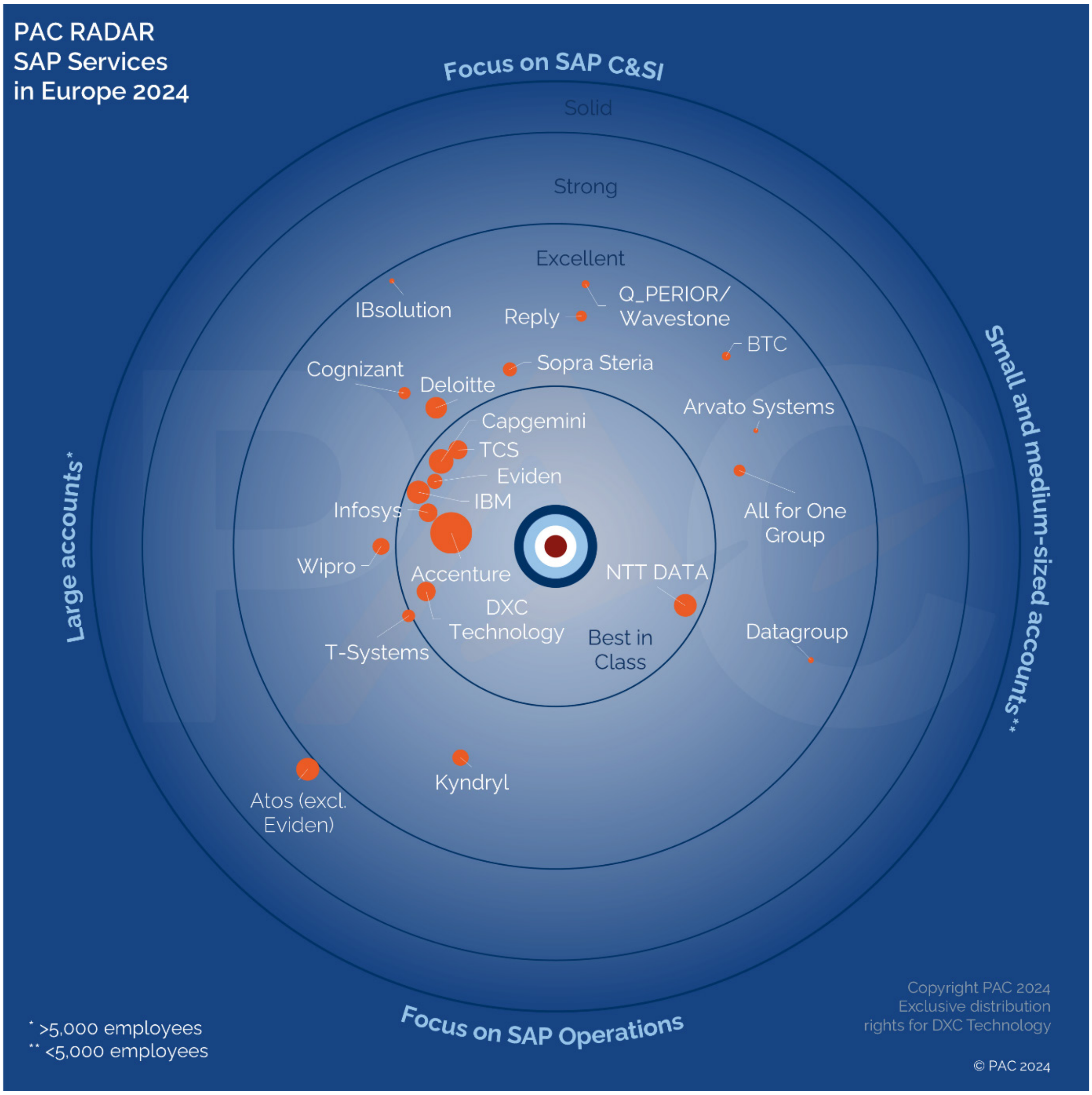


Fig. 12: PAC RADAR "Leaders in SAP Services in Europe 2024"

The classification of providers is based on the overall score:

"Best in Class"	1.0 – 1.9
"Excellent"	2.0 – 2.9
"Strong"	3.0 – 3.9

REVIEW OF TOP-SEEDED PROVIDER DXC TECHNOLOGY

PAC RADAR "Leaders in SAP Services in Europe 2024"

Best in Class

Cluster	Average	DXC Technology
Market strength	2.30	2.10
Competence	2.20	1.61
Total score	**2.24**	**1.83**

Criteria rated significantly ABOVE AVERAGE (more than 0.75)	Criteria rated significantly BELOW AVERAGE (more than 0.75)

Criteria rated significantly ABOVE AVERAGE (more than 0.75)

- History – SAP hosting services
- History – public cloud-based SAP hosting services
- Coverage of different industries – related to the number of SAP consultants
- Strength and balance of the SAP-related global delivery
- Service desk – number of covered languages
- Employee resources for public cloud-based SAP hosting
- SAP C&SI – maturity of delivery and go-to-market
- Degree of automation in SAP AM – vision and plan
- AM for SAP SaaS solutions
- SAP AM maturity of delivery and go-to-market
- Portfolio – coverage of public cloud-based SAP hosting service value chain
- Portfolio – coverage of legacy & private cloud-based SAP hosting service value chain
- Portfolio – integration of third-party public IaaS solutions for SAP hosting
- Coverage of different pricing models SAP C&SI
- Involvement of nearshore resources in SAP services delivery
- Involvement of offshore resources in SAP services delivery
- Experience with SAP CX projects
- Experience with SAP sustainability projects
- Focus on / experience with large SAP AM projects
- Coverage of SAP AM business models (maintenance, managed services, outsourcing, transformation, etc.)
- Experience in private cloud-based SAP hosting
- Flexibility in SAP hosting engagements and pricing
- Success in new customer acquisition
- SAP AM market share of the provider in Europe
- SAP hosting market share of the provider in Europe
- International reach"

Criteria rated significantly BELOW AVERAGE (more than 0.75)

- Longevity of customer relationships in SAP services
- SAP services – recent development of the market share in Europe"

PAC RADAR "LEADERS IN SAP SERVICES IN GERMANY 2024"

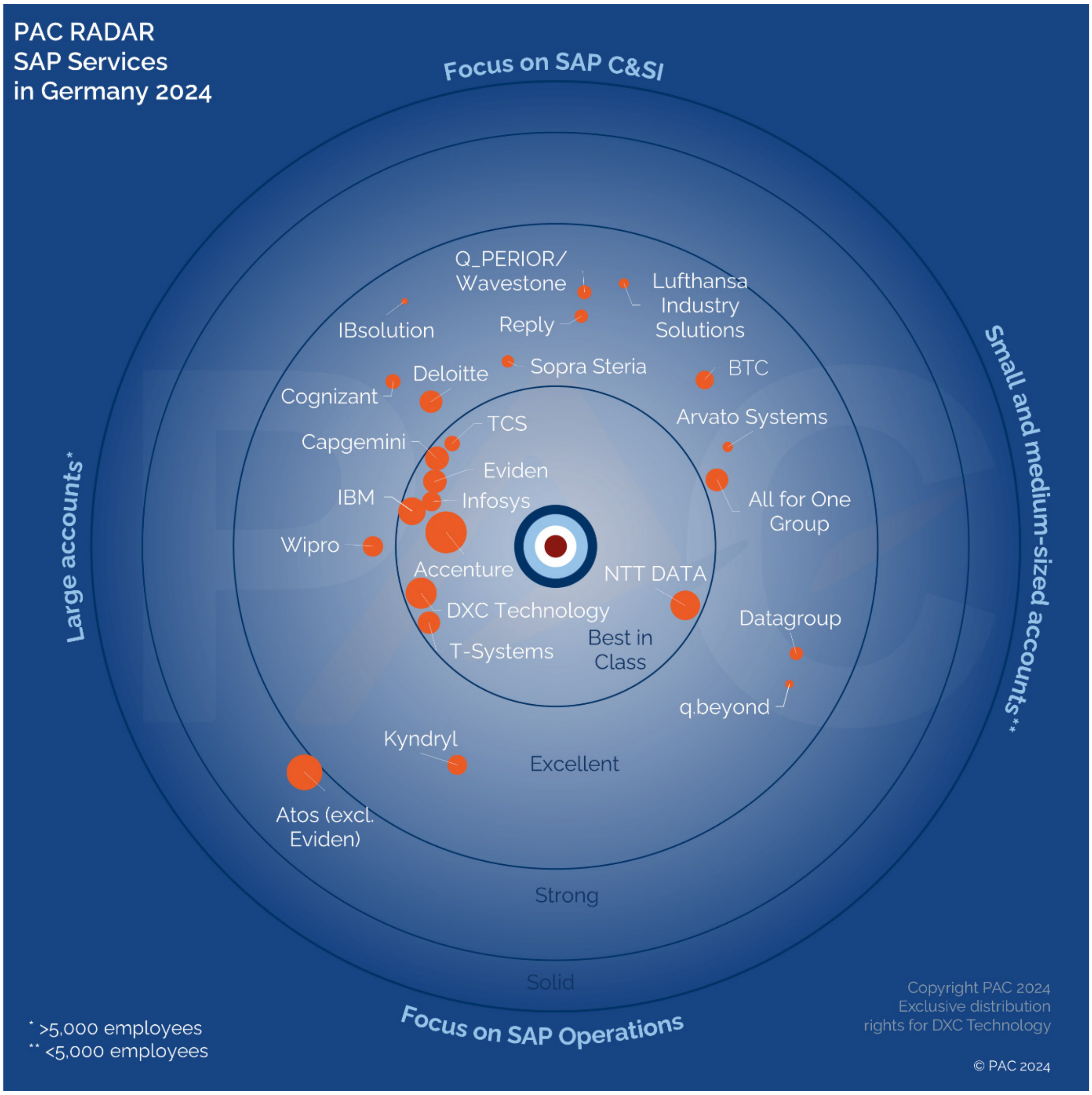


Fig. 13: PAC RADAR "Leaders in SAP Services in Germany 2024"

The classification of providers is based on the overall score:

"Best in Class"	1.0 – 1.9
"Excellent"	2.0 – 2.9
"Strong"	3.0 – 3.9

REVIEW OF TOP-SEEDED PROVIDER DXC TECHNOLOGY

PAC RADAR "Leaders in SAP Services in Germany 2024" — **Best in Class**

Cluster	Average	DXC Technology
Market strength	2.29	2.19
Competence	2.24	1.61
Total score	**2.26**	**1.86**

Criteria rated significantly ABOVE AVERAGE (more than 0.75)

- History – SAP hosting services
- History – public cloud-based SAP hosting services
- Coverage of different industries – related to the number of SAP consultants
- Strength and balance of the SAP-related global delivery
- Service desk – number of covered languages
- Employee resources for public cloud-based SAP hosting
- SAP C&SI – maturity of delivery and go-to-market
- Degree of automation in SAP AM – vision and plan
- AM for SAP SaaS solutions
- SAP AM maturity of delivery and go-to-market
- Portfolio – coverage of public cloud-based SAP hosting service value chain
- Portfolio – coverage of legacy & private cloud-based SAP hosting service value chain
- Portfolio – integration of third-party public IaaS solutions for SAP hosting
- Coverage of different pricing models SAP C&SI
- Involvement of nearshore resources in SAP services delivery
- Involvement of offshore resources in SAP services delivery
- Experience with SAP CX projects
- Experience with SAP sustainability projects
- Focus on / experience with large SAP AM projects
- Coverage of SAP AM business models (maintenance, managed services, outsourcing, transformation, etc.)
- Experience in private cloud-based SAP hosting
- Flexibility in SAP hosting engagements and pricing
- Success in new customer acquisition
- SAP AM market share of the provider in Germany
- SAP hosting market share of the provider in Germany
- International reach

Criteria rated significantly BELOW AVERAGE (more than 0.75)

- Longevity of customer relationships in SAP services
- SAP services – recent development of the market share in Germany
- Recognition by the competition – SAP C&SI in Germany

OBJECTIVE OF THE PAC RADAR

What is the PAC RADAR?

The PAC RADAR is an effective tool for the holistic evaluation and visual positioning of software and ICT service providers on local markets. Numerous ICT and business decision-makers in user companies of all industries and company sizes rely on the PAC RADAR when selecting their partners and developing their sourcing strategies. With the help of predefined criteria, PAC evaluates and compares providers' strategies, development, and market position, in addition to their performance and competencies within specific market segments.

Each PAC RADAR focuses on a specific IT market segment. Up to 30 leading providers are evaluated per segment. Participation in the PAC RADAR is free of charge. All providers are evaluated using PAC's proven methodology, which is based on personal face-to-face interviews and a detailed self-disclosure from each provider.

PAC reserves to also evaluate and position relevant providers in the PAC RADAR that do not participate in the self-disclosure process. After the evaluation of the predefined criteria, each supplier's position is plotted in the PAC RADAR. The criteria are classified by clusters and can all be attributed to the "Competence" and "Market Strength" clusters. The provider evaluation, including a market description, is published as a report.

PAC RADAR graph

The PAC RADAR graph is a visual presentation of the results of the provider evaluation with regard to their market strength (horizontal axis) and competence (vertical axis) in the respective analyzed market segment.

The closer a company is to the center, the closer they are to meeting customers' requirements.

Fig. 14: PAC RADAR graph (exemplary presentation)

What is the PAC INNOVATION RADAR?

Concept and methodology of the PAC INNOVATION RADAR are similar to those of the traditional PAC RADAR.

While the traditional PAC RADAR focuses on mature market segments, the PAC INNOVATION RADAR, on the other hand, positions providers in new and innovative market segments, or in specific niche markets.

Thus, the focus of the evaluation is on the portfolio, vision, strategy, and early client engagements rather than on existing revenue numbers and resources

PAC INNOVATION RADAR graph

The PAC INNOVATION RADAR graph is a visual presentation of the results of the provider evaluation.

The closer a company is to the top right corner, the closer they are to meeting customers' requirements.

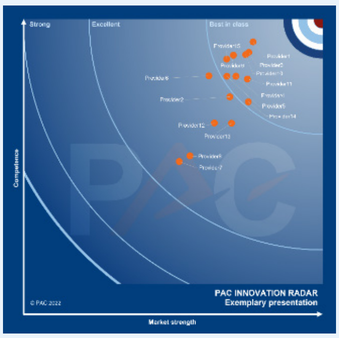
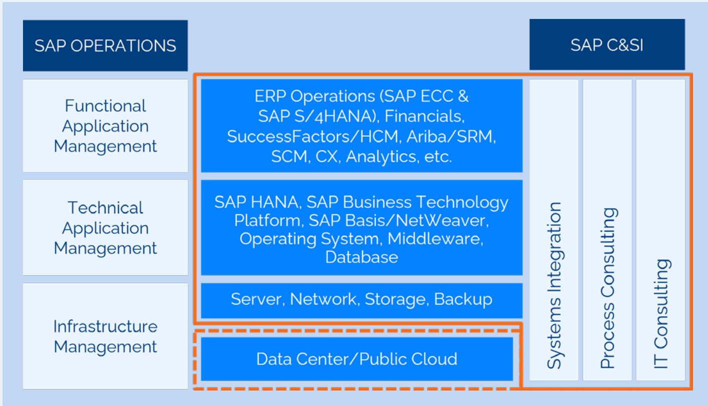


Fig. 15: PAC INNOVATION RADAR graph (exemplary presentation)

DEFINITIONS & SCOPE

SAP Consulting & Systems Integration (C&SI)

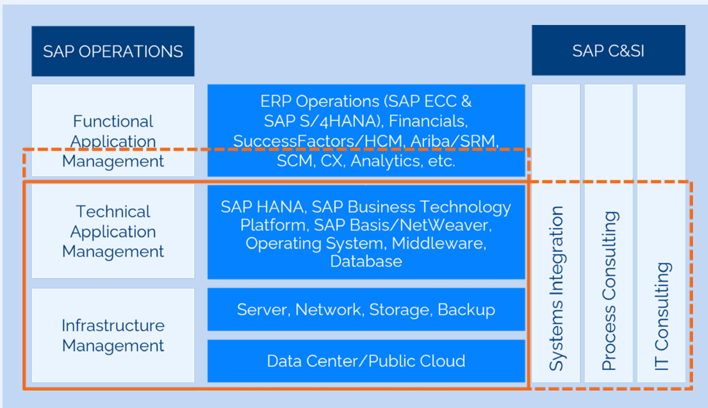
SAP C&SI includes SAP-related **IT consulting services** (planning, specification, and design of SAP systems or the SAP-related part of systems), **IT-related process consulting** within the framework of SAP-related projects (which beside purely **IT-related services** such as the audit of SAP system environments, technological/architectural design, and the selection of technologies and solutions around SAP also includes **business process reengineering (BPR) and change management** around SAP projects), as well as SAP **systems integration** (SAP-related software development, implementation services around SAP, integration of SAP solutions in the infrastructure, and SAP-related infrastructure services, such as cloud transformation or migration) and **solutions development and digital innovation** based on the SAP software and/or cloud platform.



SAP Hosting

SAP hosting refers to the operation and management of an SAP application from a technical perspective, including the **operation and management of the hardware infrastructure** (server, memory, network) and **technical application management** (including the management of the SAP basis/NetWeaver, databases, operating systems, and middleware), **on the provider's or, less common, on the client's premises** (possibly including partnerships with co-location providers) or **on public cloud infrastructure**.

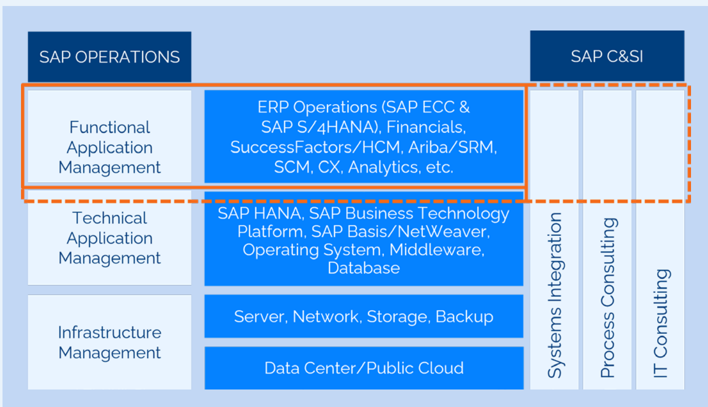
This PAC RADAR covers both cloud-based and "traditional" hosting models.



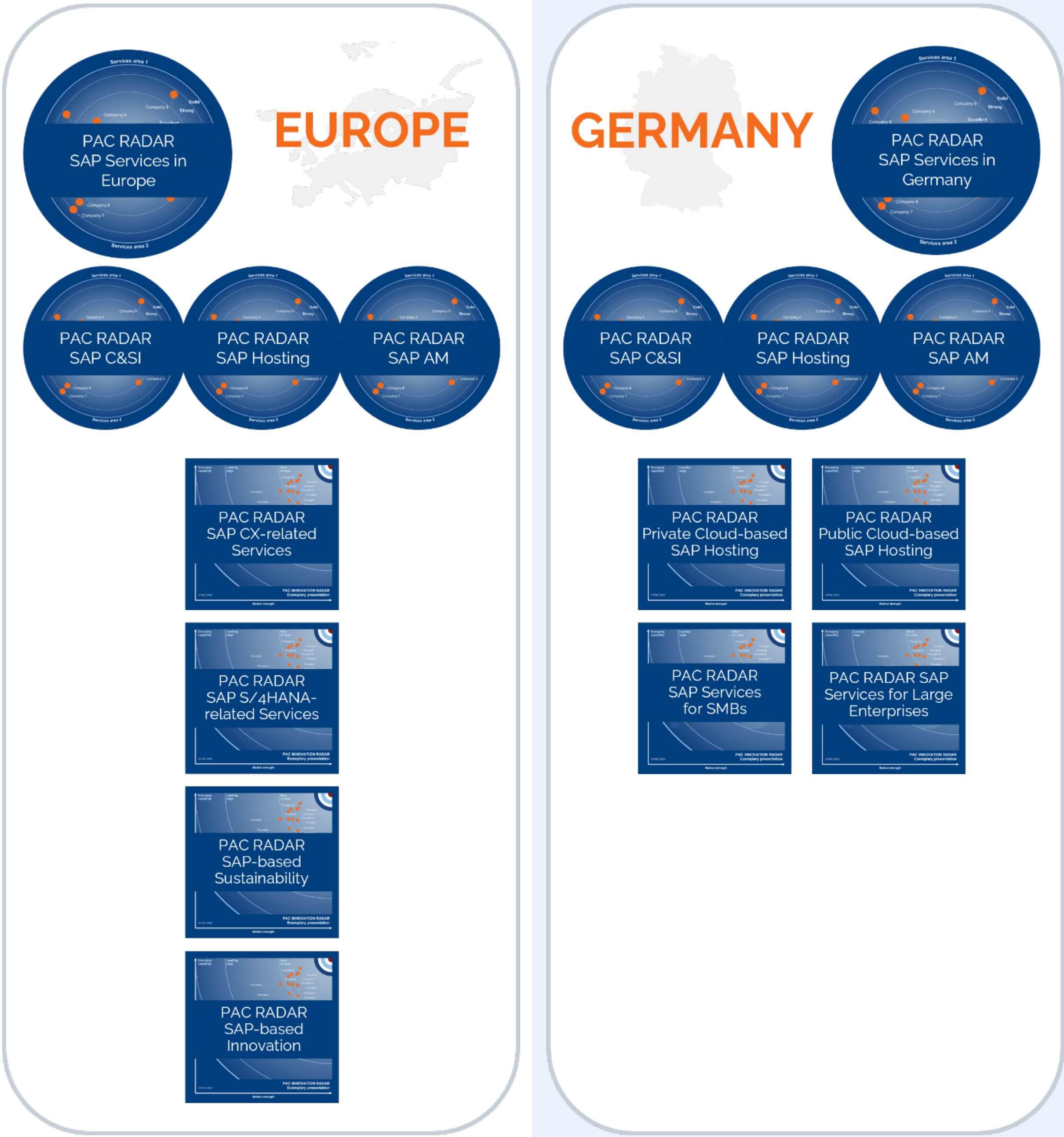
SAP Application Management (AM)

SAP AM refers to the **maintenance and enhancement of existing SAP applications** under a long-term multi-year) contract, with a commitment to fulfilling predefined service level agreements (SLAs).

This PAC RADAR covers both **stand-alone application management** and **embedded application management** (e.g., as part of comprehensive IT outsourcing engagements).



Scope


EUROPE
PAC RADAR SAP Services in Europe
PAC RADAR SAP C&SI
PAC RADAR SAP Hosting
PAC RADAR SAP AM
PAC RADAR SAP CX-related Services
PAC RADAR SAP S/4HANA-related Services
PAC RADAR SAP-based Sustainability
PAC RADAR SAP-based Innovation
GERMANY
PAC RADAR SAP Services in Germany
PAC RADAR SAP C&SI
PAC RADAR SAP Hosting
PAC RADAR SAP AM
PAC RADAR Private Cloud-based SAP Hosting
PAC RADAR Public Cloud-based SAP Hosting
PAC RADAR SAP Services for SMBs
PAC RADAR SAP Services for Large Enterprises

PAC RADAR EVALUATION METHOD

Provider selection & participation

Which providers are positioned in the PAC RADAR?

Providers are selected and invited according to the following criteria:

- **Size of revenues** in the segment to be analyzed in the specified region.
- "**Relevance**": Even providers that do not belong to the top-selling providers in the segment to be analyzed are considered if PAC classifies them as relevant for potential customers, for instance due to an innovative offering, strong growth, or a focus on a specific customer group (e.g., SMBs).

There is no differentiation as to whether the providers are customers of PAC – neither in the selection of the providers to be positioned, nor in the actual evaluation.

What do providers have to do in order to be considered in a PAC RADAR analysis?

The decision as to which providers are considered in the PAC RADAR analysis is entirely up to PAC. Providers do not have any direct influence on this decision.

However, in the run-up to a PAC RADAR analysis, providers can make sure in an indirect way that PAC can adequately evaluate their offerings and positioning – and thus their relevance – e.g., by means of regular analyst briefings, etc.

Why should providers accept the invitation to actively participate?

Whether or not a provider participates in the RADAR process does not actually affect their inclusion and positioning in the PAC RADAR, nor their assessment. However, there are a whole host of benefits associated with active participation:

- Participation ensures that PAC has access to the largest possible range of specific and up-to-date data as a basis for the assessment.
- Participating providers can set out their specific competencies, strengths, and weaknesses as well as their strategies and visions.
- The review process guarantees the accuracy of the assessed factors.
- Submitting customer assessments can have a positive impact on the overall score.
- The provider gets a neutral, comprehensive, and detailed view of their strengths and weaknesses as compared to the direct competition – related to a specific service in a local market.
- A positioning in the PAC RADAR gives the provider prominence amongst a broad readership as one of the leading players in the segment under consideration.

RADAR by PAC

Considered providers by segment

SAP Consulting & Systems Integration in Europe 2024	SAP Consulting & Systems Integration in Germany 2024	SAP Application Management in Europe 2024	SAP Application Management in Germany 2024	SAP Hosting in Europe 2024
• Accenture • All for One Group • Arvato Systems • BTC • Capgemini • Cognizant • Deloitte • DXC Technology • Eviden • IBM • Infosys • Kyndryl • NTT DATA • Q_PERIOR • Reply • Sopra Steria • TCS • T-Systems • Wipro	• Accenture • All for One Group • Arvato Systems • BTC • Capgemini • Cognizant • Datagroup • Deloitte • DXC Technology • Eviden • IBM • IBsolution • Infosys • Kyndryl • Lufthansa Industry Solutions • NTT DATA • q.beyond • Q_PERIOR • Reply • Sopra Steria • TCS • T-Systems • Wipro	• Accenture • All for One Group • Capgemini • Cognizant • Deloitte • DXC Technology • Eviden • IBM • Infosys • NTT DATA • Sopra Steria • TCS • T-Systems • Wipro	• Accenture • All for One Group • Arvato Systems • BTC • Capgemini • Cognizant • Datagroup • Deloitte • DXC Technology • Eviden • IBM • IBsolution • Infosys • Kyndryl • Lufthansa Industry Solutions • NTT DATA • Q_PERIOR • Sopra Steria • TCS • T-Systems • Wipro	• Accenture • All for One Group • Atos (excl. Eviden) • BTC • Capgemini • Cognizant • Deloitte • DXC Technology • Eviden • IBM • Infosys • Kyndryl • NTT DATA • Sopra Steria • TCS • T-Systems • Wipro

SAP Hosting in Germany 2024	SAP S/4HANA-related Services in Europe 2024	SAP CX-related Services in Europe 2024	SAP Solutions-based Sustainability in Europe 2024	SAP Solutions-based Innovation in Europe 2024
• Accenture • All for One Group • Arvato Systems • Atos (excl. Eviden) • BTC • Capgemini • Cognizant • Datagroup • DXC Technology • Eviden • IBM • Infosys • Kyndryl • NTT DATA • q.beyond • TCS • T-Systems • Wipro	• Accenture • All for One Group • Arvato Systems • BTC • Capgemini • Cognizant • Datagroup • Deloitte • DXC Technology • Eviden • IBM • IBsolution • Infosys • Kyndryl • Lufthansa Industry Solutions • NTT DATA • Q_PERIOR • Reply • Sopra Steria • TCS • T-Systems • Wipro	• Accenture • All for One Group • Arvato Systems • Capgemini • Cognizant • Datagroup • Deloitte • DXC Technology • Eviden • IBM • IBsolution • Infosys • Kyndryl • Lufthansa Industry Solutions • NTT DATA • Q_PERIOR • Reply • Sopra Steria • TCS • Wipro	• Accenture • All for One Group • Arvato Systems • BTC • Capgemini • Cognizant • Datagroup • Deloitte • DXC Technology • Eviden • IBM • IBsolution • Infosys • Kyndryl • Lufthansa Industry Solutions • NTT DATA • TCS • T-Systems • Wipro	• Accenture • All for One Group • Arvato Systems • BTC • Capgemini • Cognizant • Datagroup • Deloitte • DXC Technology • Eviden • IBM • IBsolution • Infosys • Kyndryl • Lufthansa Industry Solutions • NTT DATA • Q_PERIOR • Sopra Steria • TCS • T-Systems • Wipro

SAP-related Services for SMBs in Germany 2024	SAP-related Services for Large Enterprises in Germany 2024	Legacy & Private Cloud-based SAP Hosting in Germany 2024	Public Cloud-based SAP Hosting in Germany 2024	SAP Services for Europe 2024	SAP Services for Germany 2024
• All for One Group • Arvato Systems • BTC • Datagroup • DXC Technology • Eviden • IBsolution • Infosys • Kyndryl • Lufthansa Industry Solutions • NTT DATA • q.beyond • Q_PERIOR • Reply • Wipro	• Accenture • All for One Group • Arvato Systems • Atos (excl. Eviden) • Capgemini • Cognizant • Deloitte • DXC Technology • Eviden • IBM • IBsolution • Infosys • Kyndryl • NTT DATA • Q_PERIOR • Reply • Sopra Steria • TCS • T-Systems • Wipro	• All for One Group • Arvato Systems • Atos (excl. Eviden) • BTC • Datagroup • DXC Technology • Infosys • Kyndryl • NTT DATA • q.beyond • TCS • T-Systems • Wipro	• Accenture • All for One Group • Arvato Systems • BTC • Capgemini • Cognizant • Datagroup • Deloitte • DXC Technology • Eviden • Infosys • Kyndryl • NTT DATA • q.beyond • Sopra Steria • TCS • T-Systems • Wipro	• Accenture • All for One Group • Arvato Systems • Atos (excl. Eviden) • BTC • Capgemini • Cognizant • Datagroup • Deloitte • DXC Technology • Eviden • IBM • IBsolution • Infosys • Kyndryl • NTT DATA • Q_PERIOR • Reply • Sopra Steria • TCS • T-Systems • Wipro	• Accenture • All for One Group • Arvato Systems • Atos (excl. Eviden) • BTC • Capgemini • Cognizant • Datagroup • Deloitte • DXC Technology • Eviden • IBM • IBsolution • Infosys • Kyndryl • Lufthansa Industry Solutions • NTT DATA • q.beyond • Q_PERIOR • Reply • Sopra Steria • TCS • T-Systems • Wipro

The concept

Fig. 16: PAC RADAR – evaluation method

PAC uses **predefined criteria** to assess and compare the providers within given service segments. The assessment is based on the report-card score within the peer group of the positioned providers.

This is based on:

- The provider's detailed self-disclosure about resources, distribution, delivery, portfolio, contract design, pricing, customer structure, customer references, investments, partnerships, certifications, etc.;
- An assessment of the provider by reference customers (to be obtained by the provider);
- If applicable, a poll among customers by PAC;
- The analysis of existing PAC databases;
- Secondary research;
- Dedicated face-to-face interviews as relevant.

The provider data is verified by PAC and any omissions are rectified based on estimates.

If the provider does not participate, the assessment is performed using the proven PAC methodology, mainly based on:

- Information obtained from face-to-face interviews with the provider's representatives, analyst briefings, etc.;
- An assessment of company presentations, company reports, etc.;
- An assessment of PAC databases;
- An assessment of earlier PAC RADARs in which the provider participated;
- A poll among the provider's customers (as required) on their experiences and satisfaction

.

What if no customer assessments, or fewer than required, are submitted?

The overall assessment has to include the number of customer assessments requested in the invitation. Any missing customer assessments are scored as "satisfied," i.e., they do not negatively affect the score. This produces an average score for criteria based on customer assessments

Reissue of published RADARs

The scores in the PAC RADAR represent an assessment of the providers within the given peer group in the year in which the respective PAC RADAR was published.

The evaluations may not be directly comparable with those of any previous version due to subsequent content modifications. In particular, they do not depict a development of individual providers over time.

Methodological and/or organizational modifications may be made due to changing market conditions and trends, and may include:

- A different peer group in the focus of the analysis;
- Modification of individual criteria within clusters and sub-clusters;
- Increased or altered expectations by user companies;
- Adjustment of the weighting of individual criteria.

Evaluation criteria

General criteria

General criteria (considered at a European level to varying extents for several RADARs)	
Competence	**Market Strength**
• History – SAP C&SI services • History – SAP AM services • History – SAP hosting services • History – public cloud-based SAP hosting services • Anchoring of SAP services within the organization • Coverage of different industries – related to the number of SAP consultants • SAP S/4HANA-related resources • SAP CX-related resources • SAP solutions-based sustainability-related resources • SAP solutions-based innovation-related resources • Strength and balance of the SAP-related global delivery • Experience level and mix of SAP services consultants • Service desk – number of covered languages • Functional mix of SAP services consultants (process consulting, implementation, development, architecture) • SAP-related public cloud competencies (incl. coverage of the major platforms) • Data center & hosting resources – Europe • Data center & hosting resources – Germany • Employee resources for public cloud-based SAP hosting • Portfolio – coverage of SAP C&SI service value chain • SAP C&SI – maturity of delivery and go-to-market • Portfolio – coverage of SAP AM service value chain • Degree of automation in SAP AM – already realized • Degree of automation in SAP AM – vision and plan • AM for SAP SaaS solutions • SAP AM maturity of delivery and go-to-market • Portfolio – coverage of public cloud-based SAP hosting service value chain • Portfolio – coverage of legacy & private cloud-based SAP hosting service value chain • Portfolio – proprietary public cloud for SAP hosting • Portfolio – integration of third-party public IaaS solutions for SAP hosting • Degree of automation in SAP hosting – already realized • Degree of automation in SAP hosting – vision and plan • SAP services-related R&D commitment and investments • Further development of SAP-related portfolio • Focus on / experience with smaller SAP C&SI projects • Focus on / experience with large SAP C&SI projects • Coverage of different pricing models SAP C&SI • Involvement of nearshore resources in SAP services delivery • Involvement of offshore resources in SAP services delivery • Focus on / experience with smaller SAP AM projects • Focus on / experience with large SAP AM projects • Coverage of SAP AM business models (maintenance, managed services, outsourcing, transformation, etc.) • Experience in private cloud-based SAP hosting • Experience in public cloud-based SAP hosting • SAP certifications and partnership • General competencies and market strength in sustainability-related services (PAC evaluation)	• Employee resources for SAP services – worldwide • Employee resources for SAP services – Europe • Employee resources for SAP services – Germany • "Green IT" initiatives • Balanced utilization rate in SAP C&SI • SAP project experience – number of recently completed projects • SAP services – focus on medium-sized to small accounts • SAP services – focus on large accounts • Experience with SAP S/4HANA projects • Experience with SAP CX projects • Experience with SAP sustainability projects • Experience with SAP-based innovation projects • Coverage of different pricing models – SAP AM • Flexibility in SAP hosting engagements and pricing • Longevity of customer relationships in SAP services • Success in new customer acquisition • SAP C&SI market share of the provider in Germany • SAP C&SI market share of the provider in Europe • SAP AM market share of the provider in Germany • SAP AM market share of the provider in Europe • SAP hosting market share of the provider in Germany • SAP hosting market share of the provider in Europe • SAP services – recent development of the market share in Germany • SAP services – recent development of the market share in Europe • Focus on the European market • Focus on the German market • Corporate transparency • International reach • Provider stability in terms of business model, customer mix, size etc. • Reference customer evaluation – evaluation of quotation phase – across SAP services • Reference customer evaluation – evaluation of account management – across SAP services • Recognition by the competition – SAP C&SI in Europe • Recognition by the competition – SAP C&SI in Germany • Recognition by the competition – SAP AM in Europe • Recognition by the competition – SAP AM in Germany • Recognition by the competition – "classic" SAP hosting (non-cloud; hosted private cloud) in Europe • Recognition by the competition – "classic" SAP hosting (non-cloud; hosted private cloud) in Germany • Recognition by the competition – public cloud-based SAP hosting in Europe • Recognition by the competition – public cloud-based SAP hosting in Germany • Recognition by the competition – realization of SAP-based or SAP-related innovation in Europe

• General competencies and market strength in digital innovation-related services (PAC evaluation) • General competencies and market strength in digital customer experience-related services (PAC evaluation) • Reference customer evaluation – evaluation of the quality of service provision – across SAP services	• Recognition by the competition – realization of SAP-based or SAP-related innovation in Germany • Recognition by the competition – SAP services for large enterprises in Germany • Recognition by the competition – SAP services for SMBs in Germany

SAP C&SI

SAP C&SI in Europe Dedicated criteria / criteria with higher weighting
• Employee resources for SAP services – Europe • Coverage of different industries – related to the number of SAP consultants • SAP S/4HANA-related resources • Strength and balance of the SAP-related global delivery • Functional mix of SAP services consultants (process consulting, implementation, development, architecture) • SAP-related public cloud competencies (incl. coverage of the major platforms) • Portfolio – coverage of SAP C&SI service value chain • SAP C&SI – maturity of delivery and go-to-market • SAP services-related R&D commitment and investments • Coverage of different pricing models SAP C&SI • Involvement of nearshore resources in SAP services delivery • Involvement of offshore resources in SAP services delivery • Experience with SAP S/4HANA projects • Longevity of customer relationships in SAP services • SAP certifications and partnership • Focus on the European market • Corporate transparency • International reach • Reference customer evaluation – evaluation of quotation phase – across SAP services • Reference customer evaluation – evaluation of account management – across SAP services • Reference customer evaluation – evaluation of the quality of service provision – across SAP services

SAP C&SI in Germany Dedicated criteria / criteria with higher weighting
• Employee resources for SAP services – Germany • Coverage of different industries – related to the number of SAP consultants • SAP S/4HANA-related resources • Strength and balance of the SAP-related global delivery • Functional mix of SAP services consultants (process consulting, implementation, development, architecture) • SAP-related public cloud competencies (incl. coverage of the major platforms) • Portfolio – coverage of SAP C&SI service value chain • SAP C&SI – maturity of delivery and go-to-market • SAP services-related R&D commitment and investments • Coverage of different pricing models SAP C&SI • Involvement of nearshore resources in SAP services delivery • Involvement of offshore resources in SAP services delivery • Experience with SAP S/4HANA projects • Longevity of customer relationships in SAP services • SAP certifications and partnership • Focus on the German market • Corporate transparency • Reference customer evaluation – evaluation of quotation phase – across SAP services • Reference customer evaluation – evaluation of account management – across SAP services • Reference customer evaluation – evaluation of the quality of service provision – across SAP services

SAP AM

SAP AM in Europe Dedicated criteria / criteria with higher weighting
• Employee resources for SAP services – Europe • Strength and balance of the SAP-related global delivery • Service desk – number of covered languages • Portfolio – coverage of SAP AM service value chain • Degree of automation in SAP AM – already realized • Degree of automation in SAP AM – vision and plan • SAP AM maturity of delivery and go-to-market • SAP services-related R&D commitment and investments • Involvement of nearshore resources in SAP services delivery • Involvement of offshore resources in SAP services delivery • Coverage of SAP AM business models (maintenance, managed services, outsourcing, transformation, etc.) • Coverage of different pricing models – SAP AM • Longevity of customer relationships in SAP services • SAP certifications and partnership • Focus on the European market • Corporate transparency • International reach • Provider stability in terms of business model, customer mix, size etc. • Reference customer evaluation – evaluation of quotation phase – across SAP services • Reference customer evaluation – evaluation of account management – across SAP services • Reference customer evaluation – evaluation of the quality of service provision – across SAP services

SAP AM in Germany Dedicated criteria / criteria with higher weighting
• Employee resources for SAP services – Germany • Strength and balance of the SAP-related global delivery • Portfolio – coverage of SAP AM service value chain • Degree of automation in SAP AM – already realized • Degree of automation in SAP AM – vision and plan • SAP AM maturity of delivery and go-to-market • SAP services-related R&D commitment and investments • Involvement of nearshore resources in SAP services delivery • Involvement of offshore resources in SAP services delivery • Coverage of SAP AM business models (maintenance, managed services, outsourcing, transformation, etc.) • Coverage of different pricing models – SAP AM • Longevity of customer relationships in SAP services • SAP certifications and partnership • Focus on the German market • Corporate transparency • Provider stability in terms of business model, customer mix, size etc. • Reference customer evaluation – evaluation of quotation phase – across SAP services • Reference customer evaluation – evaluation of account management – across SAP services • Reference customer evaluation – evaluation of the quality of service provision – across SAP services

SAP Hosting

SAP Hosting in Europe Dedicated criteria / criteria with higher weighting
• History – public cloud-based SAP hosting services • Service desk – number of covered languages • SAP-related public cloud competencies (incl. coverage of the major platforms) • Data center & hosting resources – Europe • Employee resources for public cloud-based SAP hosting • "Green IT" initiatives • Portfolio – coverage of public cloud-based SAP hosting service value chain • Portfolio – coverage of legacy & private cloud-based SAP hosting service value chain • Portfolio – integration of third-party public IaaS solutions for SAP hosting • Degree of automation in SAP hosting – already realized • Degree of automation in SAP hosting – vision and plan • SAP services-related R&D commitment and investments • Experience in private cloud-based SAP hosting • Experience in public cloud-based SAP hosting • Flexibility in SAP hosting engagements and pricing • Longevity of customer relationships in SAP services • SAP certifications and partnership • Focus on the European market • Corporate transparency • International reach • Provider stability in terms of business model, customer mix, size etc. • Reference customer evaluation – evaluation of quotation phase – across SAP services • Reference customer evaluation – evaluation of account management – across SAP services • Reference customer evaluation – evaluation of the quality of service provision – across SAP services

SAP Hosting in Germany Dedicated criteria / criteria with higher weighting
• History – public cloud-based SAP hosting services • SAP-related public cloud competencies (incl. coverage of the major platforms) • Data center & hosting resources – Germany • Employee resources for public cloud-based SAP hosting • "Green IT" initiatives • Portfolio – coverage of public cloud-based SAP hosting service value chain • Portfolio – coverage of legacy & private cloud-based SAP hosting service value chain • Portfolio – integration of third-party public IaaS solutions for SAP hosting • Degree of automation in SAP hosting – already realized • Degree of automation in SAP hosting – vision and plan • SAP services-related R&D commitment and investments • Experience in private cloud-based SAP hosting • Experience in public cloud-based SAP hosting • Flexibility in SAP hosting engagements and pricing • Longevity of customer relationships in SAP services • SAP certifications and partnership • Focus on the German market • Corporate transparency • Provider stability in terms of business model, customer mix, size etc. • Reference customer evaluation – evaluation of quotation phase – across SAP services • Reference customer evaluation – evaluation of account management – across SAP services • Reference customer evaluation – evaluation of the quality of service provision – across SAP services

SAP S/4HANA-related Services

SAP S/4HANA-related Services in Europe Dedicated criteria / criteria with higher weighting
• Coverage of different industries – related to the number of SAP consultants • SAP S/4HANA-related resources • Functional mix of SAP services consultants (process consulting, implementation, development, architecture) • SAP-related public cloud competencies (incl. coverage of the major platforms) • Portfolio – coverage of SAP C&SI service value chain • Portfolio – coverage of public cloud-based SAP hosting service value chain • SAP services-related R&D commitment and investments • Coverage of different pricing models SAP C&SI • Involvement of nearshore resources in SAP services delivery • Involvement of offshore resources in SAP services delivery • Experience with SAP S/4HANA projects • Experience in public cloud-based SAP hosting • SAP certifications and partnership • Focus on the European market • Corporate transparency • International reach • Reference customer evaluation – evaluation of quotation phase – across SAP services • Reference customer evaluation – evaluation of account management – across SAP services • Reference customer evaluation – evaluation of the quality of service provision – across SAP services

SAP CX-related Services

SAP CX-related Services in Europe Dedicated criteria / criteria with higher weighting
• SAP CX-related resources • Functional mix of SAP services consultants (process consulting, implementation, development, architecture) • Portfolio – coverage of SAP C&SI service value chain • SAP services-related R&D commitment and investments • Experience with SAP CX projects • SAP certifications and partnership • Focus on the European market • Corporate transparency • International reach • General competencies and market strength in digital customer experience-related services (PAC evaluation) • Reference customer evaluation – evaluation of quotation phase – across SAP services • Reference customer evaluation – evaluation of account management – across SAP services • Reference customer evaluation – evaluation of the quality of service provision – across SAP services

SAP Solutions-based Sustainability

SAP Solutions-based Sustainability in Europe Dedicated criteria / criteria with higher weighting
• SAP solutions-based sustainability-related resources • Functional mix of SAP services consultants (process consulting, implementation, development, architecture) • "Green IT" initiatives • Portfolio – coverage of SAP C&SI service value chain • SAP services-related R&D commitment and investments • Experience with SAP sustainability projects • SAP certifications and partnership • Focus on the European market • Corporate transparency • International reach • General competencies and market strength in sustainability-related services (PAC evaluation) • Reference customer evaluation – evaluation of quotation phase – across SAP services • Reference customer evaluation – evaluation of account management – across SAP services • Reference customer evaluation – evaluation of the quality of service provision – across SAP services

SAP Solutions-based Innovation

SAP Solutions-based Innovation in Europe Dedicated criteria / criteria with higher weighting
• SAP solutions-based innovation-related resources • Functional mix of SAP services consultants (process consulting, implementation, development, architecture) • SAP-related public cloud competencies (incl. coverage of the major platforms) • Employee resources for public cloud-based SAP hosting • Portfolio – coverage of SAP C&SI service value chain • SAP services-related R&D commitment and investments • Experience with SAP-based innovation projects • Experience in public cloud-based SAP hosting • SAP certifications and partnership • Focus on the European market • Corporate transparency • International reach • General competencies and market strength in digital innovation-related services (PAC evaluation) • Reference customer evaluation – evaluation of quotation phase – across SAP services • Reference customer evaluation – evaluation of account management – across SAP services • Reference customer evaluation – evaluation of the quality of service provision – across SAP services

SAP-related Services for SMBs

SAP-related Services for SMBs in Germany Dedicated criteria / criteria with higher weighting
• SAP S/4HANA-related resources • Functional mix of SAP services consultants (process consulting, implementation, development, architecture) • SAP-related public cloud competencies (incl. coverage of the major platforms) • SAP services-related R&D commitment and investments • Focus on / experience with smaller SAP C&SI projects • SAP services – focus on medium-sized to small accounts • Focus on / experience with smaller SAP AM projects • SAP certifications and partnership • Corporate transparency • Reference customer evaluation – evaluation of quotation phase – across SAP services • Reference customer evaluation – evaluation of account management – across SAP services • Reference customer evaluation – evaluation of the quality of service provision – across SAP services • Recognition by the competition – SAP services for SMBs in Germany

SAP-related Services for Large Enterprises

SAP-related Services for Large Enterprises in Germany Dedicated criteria / criteria with higher weighting
• Employee resources for SAP services – worldwide • Employee resources for SAP services – Europe • SAP S/4HANA-related resources • SAP solutions-based sustainability-related resources • Strength and balance of the SAP-related global delivery • Functional mix of SAP services consultants (process consulting, implementation, development, architecture) • SAP-related public cloud competencies (incl. coverage of the major platforms) • Employee resources for public cloud-based SAP hosting • "Green IT" initiatives • SAP services-related R&D commitment and investments • Focus on / experience with large SAP C&SI projects • SAP services – focus on large accounts • Involvement of nearshore resources in SAP services delivery • Involvement of offshore resources in SAP services delivery • Focus on / experience with large SAP AM projects • SAP certifications and partnership

- Corporate transparency
- International reach
- General competencies and market strength in sustainability-related services (PAC evaluation)
- Reference customer evaluation – evaluation of quotation phase – across SAP services
- Reference customer evaluation – evaluation of account management – across SAP services
- Reference customer evaluation – evaluation of the quality of service provision – across SAP services
- Recognition by the competition – SAP services for large enterprises in Germany

Legacy & Private Cloud-based SAP Hosting

Legacy & Private Cloud-based SAP Hosting in Germany Dedicated criteria / criteria with higher weighting
• History – SAP hosting services • Data center & hosting resources – Germany • "Green IT" initiatives • Portfolio – coverage of legacy & private cloud-based SAP hosting service value chain • Degree of automation in SAP hosting – already realized • Degree of automation in SAP hosting – vision and plan • SAP services-related R&D commitment and investments • Experience in private cloud-based SAP hosting • Flexibility in SAP hosting engagements and pricing • Longevity of customer relationships in SAP services • SAP certifications and partnership • Focus on the German market • Corporate transparency • Provider stability in terms of business model, customer mix, size etc. • Reference customer evaluation – evaluation of quotation phase – across SAP services • Reference customer evaluation – evaluation of account management – across SAP services • Reference customer evaluation – evaluation of the quality of service provision – across SAP services • Recognition by the competition – "classic" SAP hosting (non-cloud; hosted private cloud) in Germany

Public Cloud-based SAP Hosting

Public Cloud-based SAP Hosting in Germany Dedicated criteria / criteria with higher weighting
• History – public cloud-based SAP hosting services • SAP-related public cloud competencies (incl. coverage of the major platforms) • Employee resources for public cloud-based SAP hosting • "Green IT" initiatives • Portfolio – coverage of public cloud-based SAP hosting service value chain • Portfolio – proprietary public cloud for SAP hosting • Portfolio – integration of third-party public IaaS solutions for SAP hosting • Degree of automation in SAP hosting – already realized • Degree of automation in SAP hosting – vision and plan • SAP services-related R&D commitment and investments • Experience in public cloud-based SAP hosting • Flexibility in SAP hosting engagements and pricing • Longevity of customer relationships in SAP services • SAP certifications and partnership • Focus on the German market • Corporate transparency • Provider stability in terms of business model, customer mix, size etc. • Reference customer evaluation – evaluation of quotation phase – across SAP services • Reference customer evaluation – evaluation of account management – across SAP services • Reference customer evaluation – evaluation of the quality of service provision – across SAP services • Recognition by the competition – public cloud-based SAP hosting in Germany

SAP Services

SAP Services in Europe Dedicated criteria / criteria with higher weighting
• Employee resources for SAP services – Europe • Coverage of different industries – related to the number of SAP consultants • SAP S/4HANA-related resources • Functional mix of SAP services consultants (process consulting, implementation, development, architecture) • SAP-related public cloud competencies (incl. coverage of the major platforms) • ""Green IT"" initiatives • SAP services-related R&D commitment and investments • SAP certifications and partnership • Focus on the European market • Corporate transparency • International reach • Reference customer evaluation – evaluation of quotation phase – across SAP services • Reference customer evaluation – evaluation of account management – across SAP services • Reference customer evaluation – evaluation of the quality of service provision – across SAP services

SAP Services in Germany Dedicated criteria / criteria with higher weighting
• Employee resources for SAP services – Germany • Coverage of different industries – related to the number of SAP consultants • SAP S/4HANA-related resources • Functional mix of SAP services consultants (process consulting, implementation, development, architecture) • SAP-related public cloud competencies (incl. coverage of the major platforms) • "Green IT" initiatives • SAP services-related R&D commitment and investments • SAP certifications and partnership • Focus on the German market • Corporate transparency • Reference customer evaluation – evaluation of quotation phase – across SAP services • Reference customer evaluation – evaluation of account management – across SAP services • Reference customer evaluation – evaluation of the quality of service provision – across SAP services

General PAC research method

The following overview describes PAC's research method for market analysis and key differentiation features.

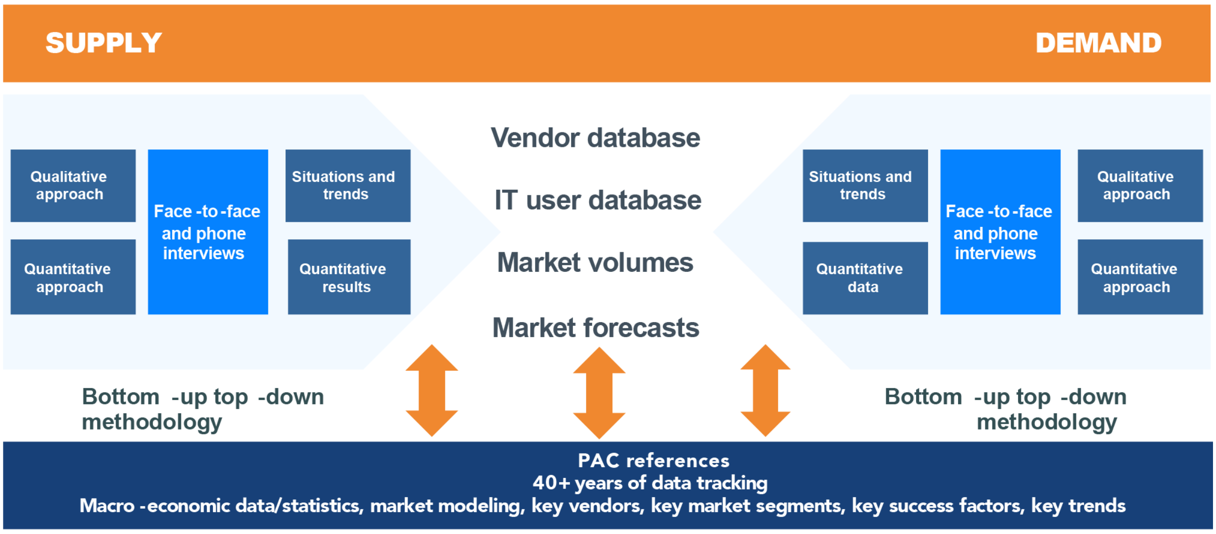


Fig. 17: Description of the PAC methodology

Local research and face-to-face communication are two core elements of PAC's methodology. In our market studies, we can draw on more than 40 years of experience in Europe.

Positioning within the PAC RADAR

Based on the scores in competence and market strength, the overall score is calculated (calculation: competence score plus market strength score, divided by two). From the resulting overall score, each provider receives their characteristic positioning within the PAC RADAR. Here, the following applies: The closer a company is to the center, the closer they are to meeting customers' requirements.

The classification of providers is based on the overall score:

"Best in Class"	1.0 – 1.9
"Excellent"	2.0 – 2.9
"Strong"	3.0 – 3.9
"Solid"	4.0 – 4.9

Fig. 18: Classification of providers in the PAC RADAR graph (example)

PAC RADAR REPORT LICENSE

PAC RADAR “Leading Providers of SAP Services Europe & Germany 2024” - Consolidated

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