

The Forrester Wave™: Application Modernization And Migration Services, Q3 2021

The 14 Providers That Matter Most And How They Stack Up

by Bill Martorelli

July 22, 2021

Why Read This Report

In our 26-criterion evaluation of application modernization and migration services providers, we identified the 14 most significant ones — Accenture, Atos, Capgemini, Cognizant, Deloitte, EPAM, EY, HCL Technologies, IBM, Infosys, Larsen & Toubro Infotech (LTI), NTT DATA, Tata Consultancy Services (TCS), and Wipro — and researched, analyzed, and scored them. This report shows how each provider measures up and helps infrastructure and operations professionals select the right one for their needs.

The Forrester Wave™: Application Modernization And Migration Services, Q3 2021

The 14 Providers That Matter Most And How They Stack Up



by [Bill Martorelli](#)

with [Lauren Nelson](#), [Glenn O'Donnell](#), [Liz Herbert](#), [Christopher Condo](#), [Ted Schadler](#), [Duncan Dietz](#), and [Diane Lynch](#)

July 22, 2021

The Emphasis Shifts To Modernization Via Cloud-Native Technologies

In the 2021 market for application modernization and migration services, we're witnessing a continuing shift toward modernization enabled by advanced cloud-native technologies, with a correspondingly lower emphasis on infrastructure-led lift-and-shift migration. At the same time, the hyperscale cloud providers themselves have become central to customers' migration and modernization journeys, not only by becoming important strategic partners for large enterprise customers but also by participating in dedicated go-to-market units that the large systems integrators (SIs) are forming. The market is also characterized by higher degrees of automation, including the growing importance of service delivery accelerators, quality enablers, and vertical-industry-specific assets.

As a result of these trends, application modernization and migration services customers should look for providers that deliver:

- **Breadth of capability.** Providers must possess significant breadth of capability, encompassing the full range of migration and modernization services, from strategy and advisory services to migration and modernization execution.
- **A differentiating vision for applications.** Each provider should manifest its vision for application migration and modernization services by an opinionated point of view coupled with a flexible commercial model that enables enterprise customers to fund their migration and modernization journeys with incremental value.
- **Ongoing commitment to this market.** Each provider's commitment to the migration and modernization services market must be unwavering, with continuing enhancements and expansions of service capabilities, including investments in service delivery assets and inorganic growth where warranted.

FORRESTER

Forrester Research, Inc., 60 Acorn Park Drive, Cambridge, MA 02140 USA
+1 617-613-6000 | Fax: +1 617-613-5000 | [forrester.com](#)

© 2021 Forrester Research, Inc. Opinions reflect judgment at the time and are subject to change. Forrester®, Technographics®, Forrester Wave, TechRadar, and Total Economic Impact are trademarks of Forrester Research, Inc. All other trademarks are the property of their respective companies. Unauthorized copying or distributing is a violation of copyright law. Citations@forrester.com or +1 866-367-7378

The Forrester Wave™: Application Modernization And Migration Services, Q3 2021

The 14 Providers That Matter Most And How They Stack Up

Evaluation Summary

The Forrester Wave™ evaluation highlights Leaders, Strong Performers, Contenders, and Challengers. It's an assessment of the top vendors in the market and doesn't represent the entire vendor landscape. You'll find more information about this market in our research covering application modernization and migration services.

We intend this evaluation to be a starting point only and encourage clients to view product evaluations and adapt criteria weightings using the Excel-based vendor comparison tool (see Figure 1 and see Figure 2). Click the link at the beginning of this report on Forrester.com to download the tool.

The Forrester Wave™: Application Modernization And Migration Services, Q3 2021

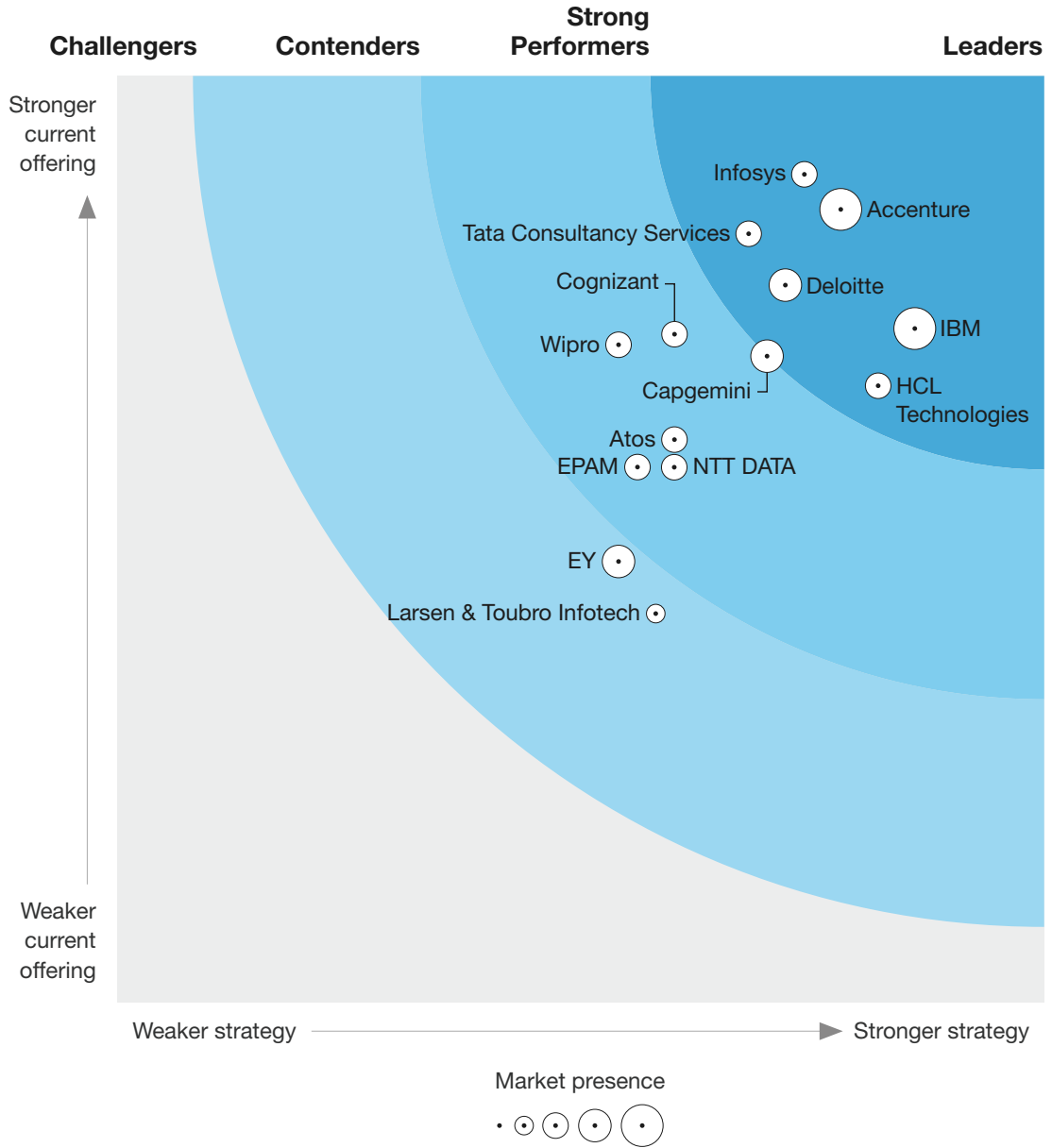
The 14 Providers That Matter Most And How They Stack Up

FIGURE 1 Forrester Wave™: Application Modernization And Migration Services, Q3 2021

THE FORRESTER WAVE™

Application Modernization And Migration Services

Q3 2021



The Forrester Wave™: Application Modernization And Migration Services, Q3 2021

The 14 Providers That Matter Most And How They Stack Up

FIGURE 2 Forrester Wave™: Application Modernization And Migration Services Scorecard, Q3 2021

	Forrester's weighting	Accenture	Atos	Capgemini	Cognizant	Deloitte	EPAM	EY	HCL Technologies
Current offering	50%	4.27	3.03	3.48	3.60	3.86	2.88	2.37	3.32
Personnel and organization	20%	4.20	3.80	3.80	3.80	3.00	3.00	1.40	3.00
Service capabilities	50%	4.70	3.10	3.40	3.70	4.30	2.40	2.20	3.40
Customer success	30%	3.60	2.40	3.40	3.30	3.70	3.60	3.30	3.40
Strategy	50%	3.90	3.00	3.50	3.00	3.60	2.80	2.70	4.10
Services vision	15%	3.00	3.00	3.00	3.00	5.00	5.00	1.00	3.00
Planned enhancements	10%	3.00	3.00	5.00	3.00	3.00	3.00	3.00	5.00
Execution roadmap	15%	5.00	3.00	3.00	5.00	5.00	3.00	1.00	3.00
Innovation roadmap	15%	5.00	3.00	3.00	3.00	3.00	3.00	5.00	5.00
Commercial model	15%	1.00	3.00	5.00	1.00	3.00	1.00	3.00	3.00
Performance	10%	5.00	3.00	3.00	1.00	3.00	5.00	3.00	5.00
Investment in skills and training	10%	5.00	1.00	3.00	3.00	1.00	1.00	3.00	5.00
Partner ecosystem	10%	5.00	5.00	3.00	5.00	5.00	1.00	3.00	5.00
Market presence	0%	4.50	2.60	3.30	2.50	4.00	2.10	3.40	2.70
Number of engagements	20%	4.00	2.00	4.00	3.00	5.00	1.00	3.00	1.00
Annual service engagement value	30%	4.00	4.00	5.00	3.00	5.00	3.00	1.00	5.00
Annual revenue	50%	5.00	2.00	2.00	2.00	3.00	2.00	5.00	2.00

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

The Forrester Wave™: Application Modernization And Migration Services, Q3 2021

The 14 Providers That Matter Most And How They Stack Up

FIGURE 2 Forrester Wave™: Application Modernization And Migration Services Scorecard, Q3 2021 (Cont.)

	Forrester's weighting	IBM	Infosys	Larsen & Toubro Infotech	NTT DATA	Tata Consultancy Services	Wipro
Current offering	50%	3.63	4.46	2.09	2.88	4.14	3.54
Personnel and organization	20%	2.60	3.80	1.80	3.00	3.80	3.80
Service capabilities	50%	4.00	5.00	1.60	3.30	4.30	4.00
Customer success	30%	3.70	4.00	3.10	2.10	4.10	2.60
Strategy	50%	4.30	3.70	2.90	3.00	3.40	2.70
Services vision	15%	5.00	3.00	3.00	3.00	3.00	3.00
Planned enhancements	10%	5.00	3.00	1.00	3.00	3.00	3.00
Execution roadmap	15%	5.00	5.00	1.00	3.00	1.00	1.00
Innovation roadmap	15%	5.00	3.00	3.00	3.00	3.00	1.00
Commercial model	15%	3.00	3.00	3.00	3.00	5.00	5.00
Performance	10%	3.00	5.00	5.00	3.00	3.00	1.00
Investment in skills and training	10%	5.00	5.00	5.00	3.00	5.00	3.00
Partner ecosystem	10%	3.00	3.00	3.00	3.00	5.00	5.00
Market presence	0%	4.10	2.80	1.90	2.30	2.70	2.60
Number of engagements	20%	5.00	3.00	1.00	2.00	3.00	2.00
Annual service engagement value	30%	2.00	4.00	4.00	3.00	2.00	4.00
Annual revenue	50%	5.00	2.00	1.00	2.00	3.00	2.00

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

Vendor Offerings

Forrester included 14 vendors in this assessment: Accenture, Atos, Capgemini, Cognizant, Deloitte, EPAM, EY, HCL Technologies, IBM, Infosys, LTI, NTT DATA, TCS, and Wipro. We invited Hexaware to participate in this Forrester Wave, but the company chose not to participate, and we couldn't make enough estimates about the company's capabilities to include it in the assessment as a nonparticipating vendor.

The Forrester Wave™: Application Modernization And Migration Services, Q3 2021

The 14 Providers That Matter Most And How They Stack Up

Vendor Profiles

Our analysis uncovered the following strengths and weaknesses of individual vendors.

Leaders

- **Accenture leads with strong breadth and heavy investment.** Accenture makes large investments in major technology initiatives, and app modernization is no exception. Over the next year, Accenture's Cloud First program will invest \$3 billion in assets, acquisitions, platforms, partnerships, and training. Accenture offers engagement services that range from strategy and assessment to operations, taking a multidisciplinary approach to application modernization and migration. This provider pioneered the approach of establishing hyperscaler-specific operating units, a practice that many competitors have since embraced. Accenture's supporting platform, Accenture myNav, delivers business case support; discovery (using CAST Highlight); and a variety of other implementation and governance functions, including the original Accenture Cloud Platform (now myNav Manager and Optimizer). Accenture has conducted nearly 9,000 total modernization and migration engagements.

Clients appreciate Accenture's strong partnerships but struggle with its complexity during contract negotiations. The firm's hierarchical nature can be an impediment at times. Accenture has invested heavily in personnel, innovation centers, cloud platform support, breadth of application specialties, and vertical industry assets, resulting in few weaknesses in its current service offering. Accenture is a good fit for a program-level initiative that requires both modernization and migration skills, including customers that need Accenture's trademark balance of technical and business acumen.

- **Infosys has broad capabilities focused on modernization reusable assets.** Infosys' services connect into its vision of the Live Enterprise, an aspirational state in which enterprises armed with knowledge and data-enabled insights can adapt rapidly to changing business conditions. Its app migration and modernization services sit within its Cobalt program, an overarching cloud framework featuring a panoply of solution accelerators and methodologies. The program itself doubles down on modernization-specific tasks. Today, Infosys boasts a broad range of assets for service delivery and vertical industry solutioning relative to other suppliers. Like others, Infosys leans on its existing install base. The firm has conducted more than 4,000 total modernization and migration engagements.

Customer references are mixed over Infosys' historic reputation for relatively high cost, but signs of increased pricing aggressiveness are apparent. The company gets high marks for its ability to execute across modernization and migration tasks. Infosys is a good fit for most modernization and migration opportunities, especially application reimplementations within its existing installed base and in the banking sector.

- **IBM's modernization and migration strategies support its hybrid vision.** At the heart of IBM's comprehensive migration and modernization solution is the Garage Method for Cloud. Additionally, IBM has pursued a tooling strategy featuring its Cloud Advisory Tool for illuminating trade-offs and

The Forrester Wave™: Application Modernization And Migration Services, Q3 2021

The 14 Providers That Matter Most And How They Stack Up

its IBM Multicloud Management Platform (MCMP) to help customers manage their cloud estates to support the hybrid cloud vision. IBM is in the midst of spinning off its infrastructure management unit, Kyndryl (formerly Global Technology Services [GTS]), which was not part of this evaluation. After the spin-off is complete, the focus on modernization over migration will only increase. IBM has conducted well over 10,000 total modernization and migration engagements.

Clients sometimes struggle with the breadth and depth of IBM as an entity and its reputation for steep costs, but they have high regard for its ability to deliver extensive business value. Although it possesses a significant applications management business, IBM lags in partnerships with leading hyperscalers and accompanying credentials. It's attempting to expand them as part of its emerging multicloud strategy. Nevertheless, IBM is a good fit for large-scale enterprises looking for a multicloud strategy using IBM software and Red Hat.

- **TCS uses organic development to power its broad modernization services.** TCS structures its app modernization services behind its Business 4.0 vision, embracing agile development alongside cloud-based, highly automated, and mass-customized transformation services. The firm leverages its Mastercraft development technologies and Intelligent Cloud Migration Continuum (iCMC) for aspects of digital transformation and app modernization. TCS's preference for organic development is a differentiating stance amid competitors that tend to make frequent acquisitions. The company has conducted more than 4,000 modernization and migration engagements.

Customer references like TCS's seemingly endless supply of qualified resources and its consistent reliability. This firm brings a very broad range of capability, with significant strength in legacy technologies; however, it's unlikely to make acquisitions, preferring to expand capability organically. TCS's reputation for solid delivery makes the company a good fit for large enterprise clients with a broad range of requirements across new and legacy technologies.

- **Deloitte partners with customers for business transformation.** Deloitte has pursued application migration and modernization aggressively, with a largely asset-driven approach. It features its acquired intellectual property (IP) and solutions, including InnoWake and ATADATA, acquired in 2017 and 2018, respectively. Deloitte's engagements tend to be heavy on assessment and strategy; compared with competing providers, it derives a relatively large percentage of its category revenues from consulting activities. Deloitte has conducted more than 6,000 total modernization and migration engagements during the past year.

Customer references noted a true partnership with the firm, especially for transformational activities. They also commented on Deloitte's strengths in both technical and business acumen. However, they complained of Deloitte's relatively high billing rates. Client references also say the company engages with an open mind and is unlikely to apply a predetermined solution to dissimilar problems. Deloitte is a good fit for customers seeking a genuine business partner that goes beyond a cookie-cutter approach, with a particular strength in enterprise resource planning (ERP).

The Forrester Wave™: Application Modernization And Migration Services, Q3 2021

The 14 Providers That Matter Most And How They Stack Up

- **HCL Technologies delivers a flexible, cost-effective service.** HCL Technologies, known for its infrastructure services, is also a significant player in application modernization and migration services. HCL organizes its capabilities into its Mode 2 category, along with its digital transformation offerings. In delivering its services, it uses a variety of homegrown tools and methodologies, such as its FENIX modernization methodology and its Advantage suite of implementation solutions. These include Advantage Code for cloud-native application development, including code generation, and Advantage Modernize for modernization, containerization, and migration of application workloads to target cloud platforms. HCL has conducted a relatively low number of modernization and migration engagements (fewer than 1,000), but its average engagement size is quite high.

Customer references praised HCL's flexibility and cost competitiveness, balancing flexibility and client advocacy with strong account management skills. Customers also noted that HCL's long-standing employee-first philosophy helps reduce the impact of turnover and that the firm has extensive hyperscaler competencies. However, they also want HCL to strengthen its strategy services. HCL is a good fit for most modernization and migration requirements, especially among its own customer base and for cost-conscious enterprises.

Strong Performers

- **Capgemini stresses value maximization, particularly for ERP-centric engagements.** Capgemini's app modernization services emphasize the cost-efficiency benefits of migration/modernization segmentation and the importance of parallel efforts that maximize value such as workforce transformation, modernizing the operating model, portfolio analysis, and demand management. Putting insight into action, the firm has developed eAPM, a portfolio analysis approach supported by tooling and offering extensive data visualization capabilities to enhance decision-making. Capgemini is also highly active in ERP-centric modernization. Capgemini has conducted nearly 8,000 modernization and migration engagements.

Customer references reported that Capgemini is a very strong partner in migration and modernization engagements and has high technical confidence. The firm's case history examples are replete with services breadth and business impact; because it primarily derives its revenues from Europe, it's of particular interest to European customers. Capgemini is the only supplier in this evaluation that reported more revenues from migration than from modernization, but it's a good candidate for both engagement types, especially those within the financial services industry or focused on migration efficiency or ERP-centric efforts.

- **Cognizant adds cloud-native and Azure skills with recent buys.** Cognizant has long been a successful supplier of app management services (AMSes) and has extended this expertise into modernization and migration. In 2019, it acquired Softvision, a digital product engineering and design firm, to bolster its cloud-native capabilities. More recent acquisitions, such as 10th Magnitude and New Millennium, have solidified Cognizant's credentials in Azure projects. Other

The Forrester Wave™: Application Modernization And Migration Services, Q3 2021

The 14 Providers That Matter Most And How They Stack Up

primary capabilities include the One DevOps insights and Upshift digital transformation toolsets. Cognizant didn't share its total number of app modernization and migration engagements, but Forrester estimates it to be more than 2,500.

Cognizant has experienced relatively high turnover over the past 18 months and is attempting to retain high-performing talent with organizational changes and programs to increase retention. However, customer references haven't noticed any lack of qualified resources as a result of this transition. They also complimented the firm's ability to match their team culture to ensure successful projects. Despite the changes, customers say that Cognizant's effectiveness in balancing commercial aggressiveness with customer advocacy remains strong. Cognizant is a good fit for companies seeking a mix of migration and modernization activities.

- **Wipro builds on its expertise with acquisition of a financial-focused consultancy.** Cloud Studio is Wipro's overall framework for app migration and modernization, encompassing a variety of technologies, solutions, and accelerators. Under new leadership, Wipro has embraced a new, simplified operating structure in an attempt to accelerate growth to match its peers, organizing its capabilities under its DevNXT program. Wipro brings substantial scale and experience to this service, with particular strengths in the technical capabilities. However, its acquisition of financial services consulting firm Capco signals its intent to move up the value chain in search of additional growth opportunities, including domain-oriented modernization. Wipro has conducted nearly 2,000 total modernization and migration engagements.

Customer references like the company's skilled resources but feel that Wipro's tools could be more sophisticated. Some customers have struggled with effective executive engagement from Wipro; improving this is a major focus for its new leadership. Wipro is a good fit for a wide variety of modernization and migration needs, especially those involving scale at moderate cost.

- **Atos offers breadth of capability and extensive support for Google Cloud Platform (GCP).** Earlier this year, Atos inaugurated a new operating structure called Spring, inclusive of its One Cloud program. As part of this initiative, it's establishing hyperscaler-specific go-to-market units. Atos' acquisition of Syntel in 2018 added considerable existing modernization and migration capabilities. The firm maintains a close partnership with Google and performs much of its modernization work in the context of mainframe modernization; its principal cloud deployment model is the private cloud. Atos has over conducted more than 1,500 modernization and migration engagements.

Customer references told us that Atos can bring superior resources to bear but sometimes struggles with finding technical specialists. The firm is notable for its breadth of services, ranging from service offerings such as basic infrastructure management to application modernization. It's relatively light on assessment and strategy services, despite its current European-centric revenue majority. Atos is a good fit for customers seeking mainframe modernization, a shift away from a private cloud-centric approach, or a GCP-focused provider.

The Forrester Wave™: Application Modernization And Migration Services, Q3 2021

The 14 Providers That Matter Most And How They Stack Up

- **NTT DATA delivers a solid service for key industries including automotive.** NTT DATA's modernization and migration philosophy features geographic transparency, vertical industry focus, and expertise across apps and infrastructure. This service rose from NTT DATA's acquisition of Dell Services in 2016, including the IP assets and skills that Dell Services acquired from Clerity and Make in 2012. As a result, NTT DATA retains a strong appreciation for classic application modernization. More recently, the firm acquired Flux 7, thus adding an Amazon Web Services (AWS) migration, DevOps, and internet-of-things (IoT) consulting firm to its portfolio. NTT DATA has conducted more than 2,000 total modernization and migration engagements.

NTT DATA lags direct competitors in terms of IP and tooling, but customer references find the vendor flexible and capable of serving as an effective partner. As with any large integrator, customers may find internal structures a barrier to rapid results, but references say that NTT DATA's capabilities overcome these limitations. NTT DATA is a good fit within its target vertical industries, which include banking, health sciences, manufacturing, automotive, the public sector, and telecommunications.

- **EPAM offers high engineering acumen for modernization.** EPAM is one of Eastern Europe's most prominent systems integration firms. It embraces a strong software engineering mentality as the focal point of its service delivery, focusing primarily on modernization as opposed to migration services. This vendor has an excellent understanding of modern software development practices and is a fervent supporter of the open source community, from which it derives much of its engagement tooling. While EPAM's capabilities aren't the broadest, they're exceptionally deep, especially in terms of modernization execution. Compared with competing global systems integrators (GSIs), EPAM lacks scale and has only limited "run" capabilities. It will offer ongoing support but is unlikely to pursue run-first opportunities. EPAM has conducted nearly 700 customer engagements.

Customer references say they sometimes reserve their most challenging technical problems for EPAM instead of competing suppliers. They noted that EPAM isn't a passive provider and is opinionated by nature, which they appreciate. But this acumen comes at a relatively higher cost, which customers must sometimes defend internally. EPAM is a good fit for modernization efforts that require complex development, where its strength in forward engineering can shine through.

Contenders

- **EY pursues modernization in a Microsoft-centric context.** EY, like other Big Four tax audit firms, has made technology services a growing focus. Its NextWave program envisions a number of technology-based solutions areas, including application modernization and migration services. The company has built a number of business, service, and implementation accelerators, such as EY Nexus, a cloud-native implementation framework for banking and insurance. EY hasn't been a player in AMS engagements, although it will provide ongoing application management services for customers that require it. Although EY has capabilities across the big three hyperscalers,

The Forrester Wave™: Application Modernization And Migration Services, Q3 2021

The 14 Providers That Matter Most And How They Stack Up

it's closest to Microsoft, as it serves as an audit partner for both AWS and Google. EY is still an emerging player in modernization and migration services, despite significant category revenues; it has conducted about 4,000 customer modernization and migration engagements.

EY comes to modernization and migration without the benefit of an existing applications management business. As a consequence, its incumbency leverage must come from other service areas. However, clients believe that it delivers strong customer advocacy and vertical industry know-how. EY is a good fit for Microsoft-centric customers.

- **LTI is a solid choice for customers seeking a midsize option.** LTI was founded in 1999 as the IT arm of the Larsen & Toubro group and has emerged as a significant player, with a rapid growth record since its initial public offering in 2016. Key to LTI's approach are its platforms, such as Canvas for the digital workplace and modern engineering lifecycle, Leni for AI, and Mosaic for data engineering and analytics. LTI's modernization and migration capabilities are significant for its size, with a focus on application portfolio assessments and consulting as part of its overall approach. The company is in the process of establishing demonstrable qualification in the specialty competency programs of the major cloud providers, including AWS migration competency, but possesses only managed services provider (MSP) credentials for Microsoft Azure. LTI has conducted nearly 500 modernization and migration customer engagements.

Customer references praise LTI for its dedication and professionalism; however, they say the company lacks significant scale relative to its larger competitors and can struggle to demonstrate depth in personnel. Still, clients feel that LTI is flexible and trustworthy and believe that it treats them as valued customers. Some told us that LTI sets the bar for customer advocacy. LTI is a good fit for customers seeking a capable but smaller — and rapidly growing — partner for modernization and migration services.

Evaluation Overview

We evaluated vendors against 26 criteria, which we grouped into three high-level categories:

- **Current offering.** Each vendor's position on the vertical axis of the Forrester Wave graphic indicates the strength of its current offering. Key criteria for these solutions include services breadth and scale; support for specific cloud platforms; and capabilities in the form of service delivery, quality enablers, and vertical industry assets.
- **Strategy.** Placement on the horizontal axis indicates the strength of the vendors' strategies. We evaluated each vendor's vision for the future of applications migration and modernization services as well as its plans for future services enhancement and innovation, its commercial approach, and its ability to partner with significant and relevant technology suppliers.
- **Market presence.** Represented by the size of the markers on the graphic, our market presence scores reflect each vendor's number of engagements, average engagement size, and total segment revenues.

The Forrester Wave™: Application Modernization And Migration Services, Q3 2021

The 14 Providers That Matter Most And How They Stack Up

Vendor Inclusion Criteria

Forrester included 14 vendors in the assessment: Accenture, Atos, Capgemini, Cognizant, Deloitte, EPAM, EY, HCL Technologies, IBM, Infosys, LTI, NTT DATA, TCS, and Wipro. Each of these vendors has:

- **Services capabilities across primary modernization and migration categories.** Each supplier has services that include application modernization assessment services, application modernization execution services, application migration execution services, application development services for replacement, and application retirement and rationalization services.
- **Significant services scale.** Each supplier has combined modernization and migration revenues in excess of \$500 million.
- **Geographic breadth of service capability.** Each vendor has a minimum revenue of \$200 million for North America, \$50 million for EMEA, and \$5 million for Asia Pacific.
- **Mindshare among Forrester's enterprise clients.** These providers appear frequently in Forrester client inquiries, shortlists, consulting projects, and case studies.

Engage With An Analyst

Gain greater confidence in your decisions by working with Forrester thought leaders to apply our research to your specific business and technology initiatives.

Analyst Inquiry

To help you put research into practice, connect with an analyst to discuss your questions in a 30-minute phone session — or opt for a response via email.

[Learn more.](#)

Analyst Advisory

Translate research into action by working with an analyst on a specific engagement in the form of custom strategy sessions, workshops, or speeches.

[Learn more.](#)

Webinar

Join our online sessions on the latest research affecting your business. Each call includes analyst Q&A and slides and is available on-demand.

[Learn more.](#)



Forrester's research apps for iOS and Android.

Stay ahead of your competition no matter where you are.

The Forrester Wave™: Application Modernization And Migration Services, Q3 2021

The 14 Providers That Matter Most And How They Stack Up

Supplemental Material

Online Resource

We publish all our Forrester Wave scores and weightings in an Excel file that provides detailed product evaluations and customizable rankings; download this tool by clicking the link at the beginning of this report on Forrester.com. We intend these scores and default weightings to serve only as a starting point and encourage readers to adapt the weightings to fit their individual needs.

The Forrester Wave Methodology

A Forrester Wave is a guide for buyers considering their purchasing options in a technology marketplace. To offer an equitable process for all participants, Forrester follows [The Forrester Wave™ Methodology Guide](#) to evaluate participating vendors.

In our review, we conduct primary research to develop a list of vendors to consider for the evaluation. From that initial pool of vendors, we narrow our final list based on the inclusion criteria. We then gather details of product and strategy through a detailed questionnaire, demos/briefings, and customer reference surveys/interviews. We use those inputs, along with the analyst's experience and expertise in the marketplace, to score vendors, using a relative rating system that compares each vendor against the others in the evaluation.

We include the Forrester Wave publishing date (quarter and year) clearly in the title of each Forrester Wave report. We evaluated the vendors participating in this Forrester Wave using materials they provided to us by March 26, 2021, and did not allow additional information after that point. We encourage readers to evaluate how the market and vendor offerings change over time.

In accordance with [The Forrester Wave™ and New Wave™ Vendor Review Policy](#), Forrester asks vendors to review our findings prior to publishing to check for accuracy. Vendors marked as nonparticipating vendors in the Forrester Wave graphic met our defined inclusion criteria but declined to participate in or contributed only partially to the evaluation. We score these vendors in accordance with [The Forrester Wave™ And The Forrester New Wave™ Nonparticipating And Incomplete Participation Vendor Policy](#) and publish their positioning along with those of the participating vendors.

Integrity Policy

We conduct all our research, including Forrester Wave evaluations, in accordance with the [Integrity Policy](#) posted on our website.

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

PRODUCTS AND SERVICES

- › Research and tools
- › Analyst engagement
- › Data and analytics
- › Peer collaboration
- › Consulting
- › Events
- › Certification programs

Forrester's research and insights are tailored to your role and critical business initiatives.

ROLES WE SERVE

Marketing & Strategy Professionals

CMO
B2B Marketing
B2C Marketing
Customer Experience
Customer Insights
eBusiness & Channel Strategy

Technology Management Professionals

CIO
Application Development & Delivery
Enterprise Architecture
• Infrastructure & Operations
Security & Risk
Sourcing & Vendor Management

Technology Industry Professionals

Analyst Relations

CLIENT SUPPORT

For information on hard-copy or electronic reprints, please contact Client Support at +1 866-367-7378, +1 617-613-5730, or clientsupport@forrester.com. We offer quantity discounts and special pricing for academic and nonprofit institutions.