ISG Provider Lens™

Next-Gen ADM Services

A research report comparing provider strengths, challenges and competitive differentiators

Customized report courtesy of:
Capgemini

QUADRANT REPORT | OCTOBER 2022 | U.K.

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Cloud computing fuels application development and application managed services

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Modernising business with applications drives the ADM market.

The application development market in the U.K. has grown steadily at a rate of 19 percent in the past five years, and currently has a total market size of $19.4 billion revenue per year. The market has grown faster than the overall economy and the technology sector and did not show significant signs of slowing down in the past years. Most economic analysts believe that the overall market development of the U.K.'s IT industry will be positive.

Brexit, along with the ongoing COVID-19 pandemic, has disrupted the British economy, resulting in a severe labour shortage. This is not due to a shortage of migration, but mainly due to two trends: Britons deciding to leave the workforce entirely, some due to long-term illnesses. People aged between 50 and 64 years who are graduates and have a career in professional and technical fields often leave employment early. Post pandemic, people of all ages, including those in their prime working years, aged between 25 and 50, are experiencing an intensive rise of stress and a lack of motivation, and are increasingly leaving the IT business entirely.

A key challenge faced by IT companies in the aftermath of Brexit is the movement of personal data between the U.K. and the EU, as transfer is no longer permitted by default. Some of the other fundamental challenges include increased bureaucracy and administrative expense, barriers to skilled worker mobility, and lack of scientific cooperation.

Executive Summary

Recruiting high-quality IT skills has become extremely challenging in general, especially in key sectors such as AI and cybersecurity. Providers have increased their purchase of small, specialised firms, but they must integrate the workers into their current structures and, more crucially, retain them locally. Partnerships with a wide range of solution providers, both globally and locally, have become the standard.

Many businesses are suffering from supply chain disruptions, chip shortages and excessive energy prices. The Ukraine conflict exacerbates the uncertainty, necessitating strong security requirements and rapid innovation. Large enterprises must confront the current crisis, while also preparing for a future in which software will play a significant role. Most businesses have realised that their capacity to design and maintain safe software as part of their products, whether in the automobile, logistics, banking, or any other area, will determine their future revenues. This results in several new and redefined requirements for next-generation application development.

With the pandemic, enterprises in the application development market are pushed to build and extend hybrid teams. Whether developers were working from home from any part of the U.K., or offshore in India, clients discovered there was no significant difference, but an increased need for improved communication and cooperation. With the pandemic-related changes to workplaces and business processes now considered as "business as usual," providers have expanded their near- and offshore delivery centres and adopted a hybrid working strategy. We anticipate that this approach will continue in many areas even when customers return to the office.

Clients have recognised that application development is a future asset for the commercial value of their products and services and, hence, for their businesses. Large clients, such as those in the automobile sector, have begun to reorganise their product development around application development, establishing it as a fundamental value for future goods and introducing new and previously unknown services.

Recognising that talent is scarce, and building large application development landscapes need experience and the right approaches and tools, enterprises seek assistance from providers. The providers respond by offering full application development outsourcing and consulting based on software business value, business process integration and value measurements. They also integrate support throughout the application development lifecycle and provide both innovation drivers and ways to align ITOps for business initiatives.

Another shift in thinking among clients in the U.K. is driven by the rise of cloud computing. Cloud computing fuels both the application development market and the application managed services market. This is because clients have realised that the full control of development does not always require an on-premises infrastructure. Cloud computing increased the demand for new, revised and adapted software in the cloud and encouraged the adoption of managed services among clients even in business-relevant areas such as application development. This mind shift has led to changes in the role of a CIO and CTO — the CIO manages the IT, while the CTO takes over the development of a technological strategy for the company and all its business units.

Another key aspect of the application management ecosystem is data. Historically, and still today, application development has been hampered by segregated, unavailable and non-combinable datasets. From merging client data to a single view of company data, data has become a megatrend. Machine learning, AI and robotic process automation (RPA) are leveraged to easily access company-wide quality database, and many vendors put a significant emphasis on these technologies.

Apart from data, AI has become necessary for automation platforms and tools. AI helps with analysing business value, organising the development process, speeding up development tasks and coordinating various stakeholders, as well as driving automated and predictive software testing, infrastructure predictions and business quality evaluation. All large providers have substantial AI initiatives and advances that support the application development environment and connect with their other service and solution offerings.

Low-code/no-code platforms are becoming increasingly popular for delivering business functionality. However, concerns about governance, dependability and total cost of ownership persist. ISG is releasing a separate, informative study on low-code/no-code development.

With the onset of the Ukraine war and the continuous growth in large-scale cyberattacks in previous years, cybersecurity has become a critical part of application development and application quality. This is especially true in the context of complex integration, IoT and industrial IoT implementations outside of secured company spaces and expanded connectivity requirements via public networks. Enterprises have realised that cyberattacks will pose a threat not only to the company itself, but also to the client's perception of product and service quality. Security measurement and extended security testing are on the rise, with quantum computing as a security accelerator.

In addition, sustainability is a topic that some providers have begun to promote, although it appears to be of little interest to their clients for the time being. This perception may alter with the rise in energy costs, but the issue is difficult to describe in an application development landscape. As sustainability becomes more important, the U.K.-based clients may develop specialised sustainability criteria for IT, as part of their provider requirements list. Providers that are prepared and can demonstrate a commitment to sustainability will most likely have a competitive advantage in the market.

Application development is a future asset

Provider Positioning

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	Agile Application Development Outsourcing	Agile Application Development Projects	Application Managed Services	Application Quality Assurance	Continuous Testing Specialists
a1qa	Not In	Not In	Not In	Contender	Not In
Accenture	Leader	Not In	Leader	Leader	Not In
ACL Digital	Not In	Contender	Not In	Not In	Not In
Atos	Product Challenger	Not In	Product Challenger	Not In	Leader
Birlasoft	Contender	Not In	Not In	Not In	Leader
BJSS	Not In	Leader	Not In	Not In	Not In
Capgemini	Leader	Not In	Leader	Leader	Not In
CGI	Not In	Contender	Not In	Not In	Not In

Provider Positioning

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	Agile Application Development Outsourcing	Agile Application Development Projects	Application Managed Services	Application Quality Assurance	Continuous Testing Specialists
Cigniti	Not In	Not In	Not In	Not In	Rising Star ★
Coforge	Not In	Leader	Product Challenger	Not In	Leader
Cognizant	Leader	Not In	Leader	Leader	Not In
Computacenter	Not In	Contender	Not In	Not In	Not In
Concentrix	Not In	Contender	Not In	Not In	Not In
Cybage	Not In	Product Challenger	Not In	Not In	Contender
Deloitte	Contender	Not In	Not In	Product Challenger	Not In
DXC Technology	Leader	Not In	Leader	Rising Star ★	Not In

Provider Positioning

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	Agile Application Development Outsourcing	Agile Application Development Projects	Application Managed Services	Application Quality Assurance	Continuous Testing Specialists
Edge Testing Solutions	Not In	Not In	Not In	Not In	Contender
Endava	Not In	Product Challenger	Not In	Not In	Product Challenger
EPAM	Not In	Leader	Product Challenger	Not In	Product Challenger
Equal Experts	Not In	Product Challenger	Not In	Not In	Product Challenger
Fujitsu	Product Challenger	Not In	Product Challenger	Product Challenger	Not In
Getronics	Not In	Product Challenger	Not In	Not In	Not In
HCL	Leader	Not In	Leader	Leader	Not In
Hexaware	Not In	Leader	Leader	Not In	Leader

Provider Positioning

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	Agile Application Development Outsourcing	Agile Application Development Projects	Application Managed Services	Application Quality Assurance	Continuous Testing Specialists
HTC Global Services	Not In	Product Challenger	Not In	Not In	Not In
IBM	Contender	Not In	Contender	Contender	Not In
Infosys	Leader	Not In	Leader	Leader	Not In
ITC Infotech	Not In	Rising Star ★	Contender	Not In	Product Challenger
Kyndryl	Product Challenger	Not In	Product Challenger	Product Challenger	Not In
LTI	Product Challenger	Not In	Product Challenger	Not In	Product Challenger
Mindtree	Product Challenger	Not In	Rising Star ★	Product Challenger	Not In
N-iX	Not In	Contender	Not In	Not In	Contender

Provider Positioning

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	Agile Application Development Outsourcing	Agile Application Development Projects	Application Managed Services	Application Quality Assurance	Continuous Testing Specialists
NTT	Product Challenger	Not In	Product Challenger	Not In	Not In
Persistent Systems	Product Challenger	Not In	Not In	Not In	Contender
Qualitest	Not In	Not In	Not In	Not In	Product Challenger
Sigma Software	Not In	Contender	Not In	Not In	Product Challenger
SLK Software	Not In	Contender	Not In	Contender	Not In
Softtek	Product Challenger	Not In	Contender	Product Challenger	Not In
Sopra Steria	Not In	Not In	Not In	Contender	Not In
TCS	Leader	Not In	Market Challenger	Leader	Not In

Provider Positioning

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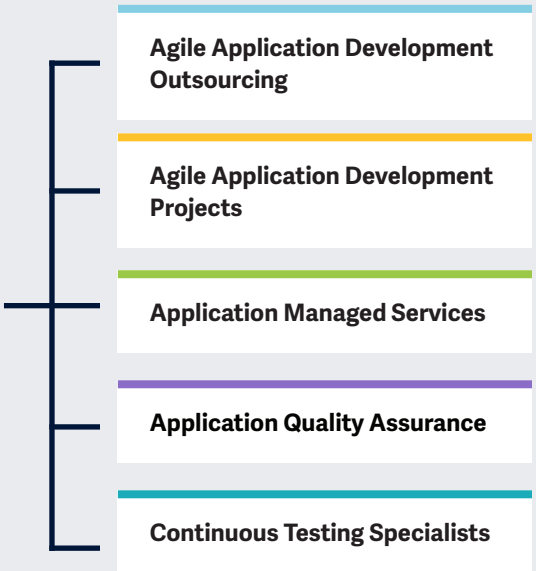
	Agile Application Development Outsourcing	Agile Application Development Projects	Application Managed Services	Application Quality Assurance	Continuous Testing Specialists
Tech Mahindra	Product Challenger	Not In	Market Challenger	Not In	Leader
TestingXperts	Not In	Not In	Not In	Not In	Contender
Tietoevry	Not In	Contender	Not In	Not In	Not In
UST	Not In	Leader	Not In	Not In	Not In
Validata	Not In	Not In	Not In	Not In	Contender
Wipro	Leader	Not In	Leader	Leader	Not In
Yash Technologies	Not In	Contender	Not In	Not In	Not In
Zensar	Not In	Contender	Contender	Not In	Leader

This study focuses on what ISG perceives as most critical in 2022 for **Next-Gen ADM Services.**



Simplified Illustration Source: 2022

Definition

Leveraging software capabilities to solve business problems and gain enterprise agility is an indispensable requirement for modern application outsourcing contracts. Cost cutting and staff rationalisation are

no longer enough of a benefit for outsourcing firms to deliver. Service providers are augmenting their traditional application development and management (ADM) offerings with advanced technologies such as AI in operations, microservices-based development and accelerators such as low-code/no-code solutions. Service providers offer tailor-made roadmaps combining digital, operational and technology goals to meet their clients' objectives. ISG calls such contracts next-gen ADM contracts. This study focuses on the recent developments that have taken place across application development, application management and quality assurance markets. Simultaneously, ISG is launching the 2022 ISG Provider Lens™ Low-code/No-code Platforms study to offer clients a broader understanding of that application services market.

Service providers are increasingly adopting agile development practices for their service delivery. They offer feature-led intuitive and interactive digital applications and support frequent updates. Building cloud-native applications has become a de facto service while scoping application modernisation projects. Security is becoming integral to application development cycles from the outset and is being included in DevOps and throughout the CI/CD pipeline.

Scope of the Report

New end-user requirements based on businesses' focus on enhancing customer experience (CX), quick access to information, eliminating data silos and faster decision-making shape the application development market. Enterprises seek to adapt to changing requirements by implementing faster release cycles and frequently deploying enhanced application services. A typical ADM service includes consulting, design, custom development, packaged software integration, operations, quality assurance, security services and testing. More service providers have been implementing AI for AIOps functions across all these traditional services, adding innovative and advanced approaches to their application development workbenches.

The ISG Provider Lens™ study offers IT-decision makers:

- Transparency into the strengths and weaknesses of relevant providers
- A differentiated positioning of providers by segments
- Focus on different markets, including the U.S., the U.K., Brazil, Germany and the Nordics

ISG studies serve as an important decision-making basis for positioning key relationships and go-to-market considerations. ISG advisors and enterprise clients use information from these reports to evaluate their current vendor relationships and potential new engagements.

Provider Classifications

In this ISG Provider Lens™ quadrant study, ISG includes the following five quadrants on Agile Application Development Outsourcing, Agile Application Development Projects, Application Managed Services, Application Quality Assurance and Continuous Testing Specialists.

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

Midmarket: Companies with 100 to 4,999 employees or revenues between US$20 million and US$999 million with central headquarters in the respective country, usually privately owned.

Large Accounts: Multinational companies with more than 5,000 employees or revenue above US$1 billion, with activities worldwide and globally distributed decision-making structures.

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

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

Provider Classifications: Quadrant Key

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

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

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

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

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

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

Agile Application Development Outsourcing

Who Should Read This

This report is relevant to enterprises across industries in the U.K. for evaluating providers that offer agile application development outsourcing services.

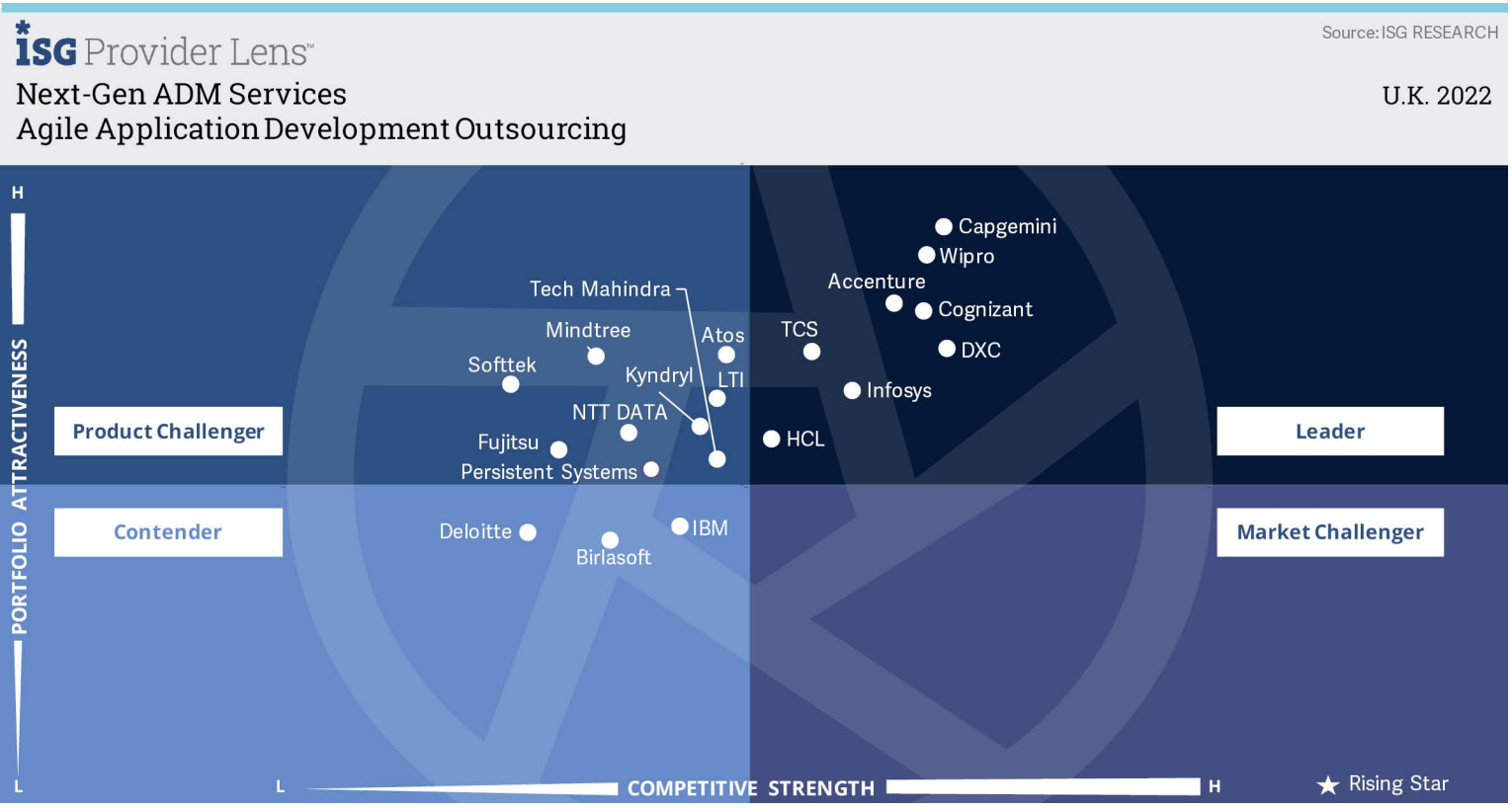
In this quadrant report, ISG highlights the current market positioning of providers offering agile application development outsourcing services in the U.K. based on the depth of their service offering and market presence.

Enterprises are looking for cutting-edge technologies and new trends to modernize and revitalize the applications used in their business processes, as most of these applications are built on legacy architectures. Downtime, cost overruns, and increased maintenance are the major challenges faced by enterprises. They are now focusing on outcome-based, data-driven, high-quality models with proven methodology to enable digital transformation. Enterprises are also seeking cloud-driven modernization to stay ahead of the competition by leveraging digital technologies on the cloud, achieve high performance and resiliency, and improve application development efficiency.

Enterprises are adopting automation and digital governance to drive optimal process redesign and operational cost optimization. They are also focusing on enhancing application maintenance and user usability and accessibility, along with modernizing user interfaces. Large enterprises particularly prefer service providers with a skilled workforce, high integration capabilities, broad offerings, and global presence. Many enterprises are looking for service providers with local presence for better communication, reachability, and regional collaboration.

IT and Technology Leaders should read this report to gain a clear understanding of the strengths and weaknesses of service providers in their Agile Application Development Outsourcing and how they integrate the latest technologies and capabilities into their service offerings, to find a competitive edge in the market

Line-of-business and Industry Leaders should read this report to understand the relative positioning of partners that can help them effectively procure application services for their business or industry and ensure returns on investment.



This quadrant assesses service providers that offer outsourcing, spanning the **complete application development landscape.** Providers are required to ensure the **business value of applications** throughout its complete lifecycle.

Oliver Nickels

Definition

This quadrant assesses service providers that offer ADM expertise with the use of different technologies, spanning the complete application development landscape and most industry verticals, in outsourcing deals that are based on the delivery capacity for a certain time frame (three- to five-year contracts, renewable). Outsourcing offers ADM capacity regardless of the number and size of projects and programming languages to support in the application portfolios or business units. This assessment evaluates how service providers use project management tools, platform-as-a-service (PaaS), software-as-a-service (SaaS), low-code/no-code platforms or other accelerators to elevate a client's application development capacity.

A typical service provider in this quadrant has extensive consulting expertise and high-end technology partnerships to implement CI/CD pipelines, application testing and DevOps to enable clients to achieve high performance while reducing time to market.

Eligibility Criteria

1. Should **manage more than 20 squads for a single client** or be able to scale up to more than 1,000 developers, working simultaneously, in several projects
2. Should **possess the ability to rapidly scale up or down** and add more than 100 developers in a week to meet the demands of a client, as necessary
3. Should use a **comprehensive tool set to coordinate resource allocation, portfolio management,** backlog prioritisation, agile methods, waterfall methods, system integration, application modernisation, cloud- native application development and other services to optimise the performance of the development teams working simultaneously in a client's environment
4. Should be certified to **transform and deploy agile teams** under frameworks such as Scaled Agile Framework (SAFe) and Large-Scale Scrum (LeSS)
5. Should **employ certified practitioners** in more than two of the following methodologies: Scrum, Kanban, extreme programming (XP), lean development and Crystal
6. Should have **established partnerships with development platform providers,** including AWS, Microsoft, Google and IBM, and be able to deploy a development workbench for a new client
7. Should offer **testing services and product development** workshops in areas such as design thinking
8. Not expected to **offer organisational change management,** but this capability can add to a provider's credibility

Observations

Understanding and enhancing the business impact of applications has replaced cost saving as the major driver of application development outsourcing. All large providers are focusing on the analysis, support and measurement of direct business outcomes from application development projects. Clients are re-evaluating the cost-cutting measures and time-to-market strategies for large-scale application outsourcing projects. This introduces few additional requirements for all providers, putting small providers under pressure, particularly when it comes to measuring the true business improvement of application initiatives.

All providers offer extensive platform solutions to drive scaled application development, of which some of them offer extensive machine learning or AI support for the complete development lifecycle.

The integration of existing platform, consolidation and interfaces were seldom a topic of discussion in our briefings for this study. Clients might fear vendor lock-in, but it does not prevent them from opting for these services.

Sustainability has emerged as a sales argument. Some of the large providers offer specific sustainability solutions. However, no clear definition exists, and the U.K. market does not appear to be demanding these services and is not even prepared to take up this discussion.

The two most notable M&A events in the quadrant are the Kindryl spin off from IBM and the announced merger of LTI and Mindtree. Also, Atos announced its plans to split the company into two independent entities in the coming years.

From the 92 companies assessed for this study, 20 have qualified for this quadrant with eight being Leaders.

accenture

Accenture takes a consultative approach to ADM, providing a real value-led strategy and a strong development roadmap for enhanced business outcomes. Accenture provides short-, medium-, and long-term strategies based on the client's business needs and suggests a clear roadmap with pre-defined tasks and results.

Capgemini

Capgemini provides a comprehensive approach to next-generation ADM and automation across IT and business operations, with services such as Business Agility. ADM is being considered as a key driver for sustainability, with consultancy and advisory services focused on a product-oriented sustainability transformation.

Cognizant

Cognizant's solution combines a robust platform portfolio with a wide range of engineering services. It employs a platform-first strategy. Its application modernisation, application development and application management services are all explicitly supported by its respective suites and exclusive tools. Cognizant's acquisition strategy emphasises both local and global business development.

DXC Technology

DXC Technology's focus is on simplifying the operations of application development to save costs and optimise the existing and new applications. Its delivery teams have extensive expertise and get extensive and multi-discipline training in agile development methodologies to have a thorough understanding of DevOps methods of operation across business domains.

HCL has unified most of its application services business into its Digital Business practice, which is supported by its IoTWoRKS™ and cybersecurity capabilities. HCL has a large partner network that includes a wide range of strong global collaborations in all areas of application development. This covers both large colleges and startups.

Infosys provides a product-centric value delivery strategy, which restructures the development organisation into a lean, product-value-driven governance model. It provides a range of unique technology platforms to accommodate massive ADM situations, as well as a wide and diverse network of more than 180 partners.

TCS delivers next-gen ADM services through a product-centric operating model, supported by cognitive automation and analytics. TCS' agile and DevOps services are constantly adapting to provide alignment between business goals, value and contextual automation. It has an extremely strong focus on agile development.

Wipro combines client's digital agenda, digital operations and cloud-native architecture into a single architecture to offer a wide range of proprietary solutions and tools. This helps reduce the risk in application development and transformation services, while increasing speed and productivity. Wipro has acquired several European companies to strengthen its regional support.

Leader

"Capgemini offers a comprehensive and cutting-edge approach to large-scale ADM outsourcing."

Oliver Nickels

Capgemini

Overview

Capgemini, headquartered in France, showed strong growth in the past years. It generated a revenue of €18.1 billion in 2021 and currently employs more than 324,700 people in nearly 50 countries. The application services segment is a key revenue driver for Capgemini.

Capgemini primarily offers ADM services to large enterprises and globally operating companies, with the support of more than 8,500 ADM FTEs dedicated to the U.K. market.

Strengths

Complete approach: Capgemini provides a holistic approach to next-generation ADM and automation across IT and business operations. It focuses on three areas: achieving business objectives, vertical stack integration to promote digital transformation in both business and IT, and end-to-end capability integration to create innovation and differentiation.

Citizen development: In the area of low code/no code, Capgemini has introduced citizen development enablement capabilities within its Invent practice, leveraging client engagements and training up to 500 citizen developers. A transformation gallery acts as a repository for developed applications that can then be re-used across the organisation, minimising application proliferation among decentralised citizen developers.

Agile approach: Capgemini's default ADM delivery model is agile, with FTE coaching and certifications in SAFe and ICAgile, as well as other agile platforms and services. Its Business Agility is a particular product that integrates agile principles in all areas of ADM, bridging the gap between business and IT.

Caution

Capgemini's application development outsourcing services are developed on a global platform that can serve both large and complex application portfolios and small enterprises. However, the popular opinion of the organisation is that it prefers large clients. Capgemini should actively market its capability to provide a full spectrum of application development outsourcing services to small enterprises without overwhelming them.

Agile Application Development Projects

Who Should Read This

This report is relevant to enterprises across industries in the U.K. for evaluating providers that offer services for agile application development projects.

In this quadrant report, ISG highlights the current market positioning of providers that offer services for agile application development projects in the U.K. based on the depth of their service offering and market presence.

Enterprises in the region are looking to create business-focused solutions enabling automation-driven transformative solutions and services to improve efficiency and minimize cost. They want to develop applications with speed, reduced time, and short release cycles. Enterprise application development has evolved at a rapid pace and is now moving toward cloud-based platforms, tools, and accelerators that offer increased scalability and integration. Enterprises want to develop applications that are customer driven, customer centric, insight driven, continuous, and connected.

They are also adopting automation and digital governance to drive optimal process redesign and operational cost optimization.

IT and Technology Leaders should read this report to gain a clear understanding of the strengths and weaknesses of service providers in their agile practice and how they integrate the latest technologies and capabilities into their service offerings, to gain a competitive edge in the market.

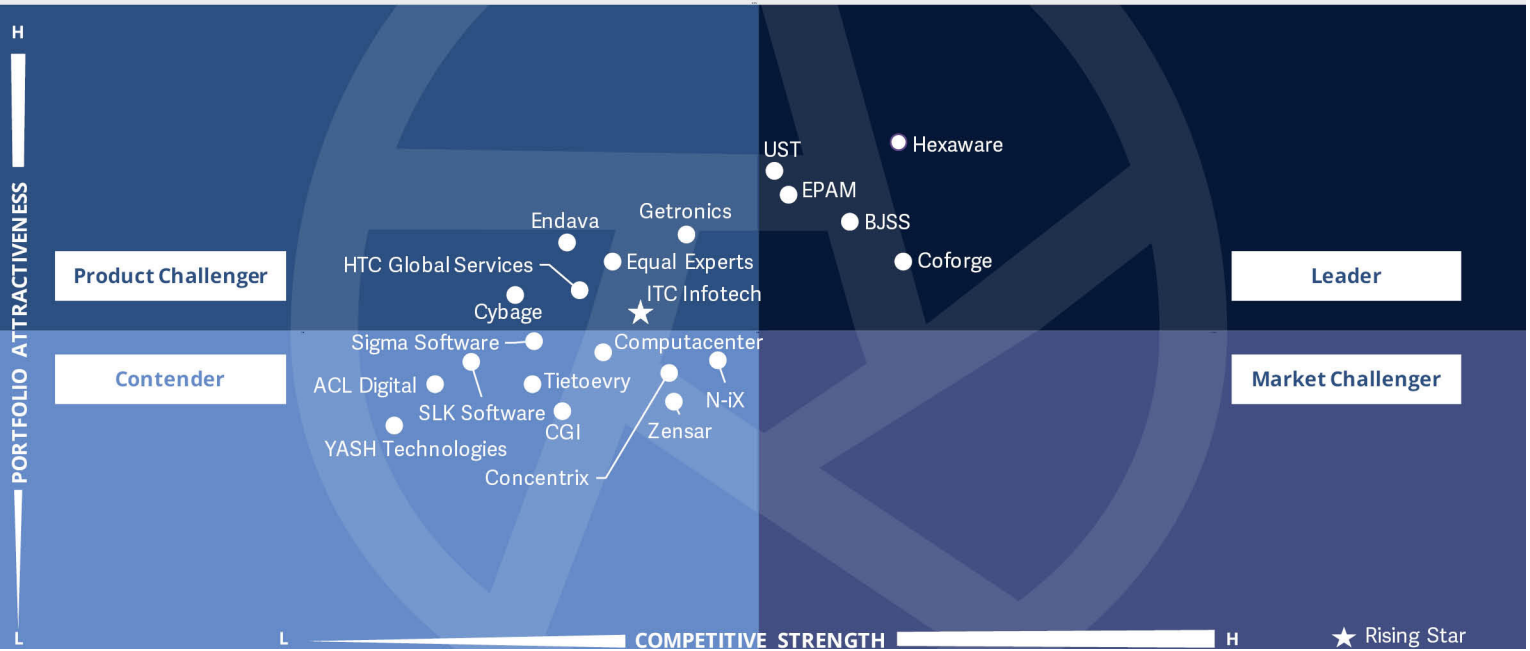
Line-of-business and Industry Leaders should read this report to understand the relative positioning of partners that can help them effectively procure application services for their business or industry and ensure returns on investment.

ISG Provider Lens™

Source: ISG RESEARCH

Next-Gen ADM Services
Agile Application Development Projects

U.K. 2022



This quadrant assesses service providers that offer **agile application development,** have expertise in defining **business goals** and execution strategies, and add specific knowledge and skills to accelerate clients' project.

Oliver Nickels

Definition

This quadrant evaluates service providers that offer agile application development in deals that include clear scope definitions for project outcomes, business goals or squad scope with product owners. These service providers add specific knowledge and skills required by squads or projects and can differentiate themselves by offering business expertise or development accelerators.

Typical service providers in this quadrant offer expertise to ensure successful business outcomes for each agile project. Deals can include a fixed number of team members per squad or flexible models measured by application feature delivery or other pricing methods. Project engagements can vary from small mobile applications to large solution implementations, but typical engagements take less than 18 months and project costs are less than $2 million for regions such as Brazil, Germany, the Nordics and the U.K. and below $5 million for the U.S. Large projects are exceptions and most likely have staggered releases or, in case of continuous delivery, more sprints. Service providers in this quadrant also have full management responsibility for their delivery teams. Application staff augmentation services are excluded from this quadrant.

Eligibility criteria:

1. The commercial business model centres on the provision of squads for client-managed application development units. Services are typically measured by the **number of squad members, user stories delivered, deployment rate/ frequency, defect count, time to market and business-related** indicators such as shared business outcomes.
2. The ability to engage many squads to support a client is considered. Each squad **should have its own goals, cost and SLAs**. Providers should manage the squad size and offer experts according to throughput targets
3. Shows **specific knowledge and skills required by squads** or projects, such as programming languages, vendor certifications, data analytics, AI, machine learning, low-code/no-code development expertise, system architecture and, optionally, CX design and quality assurance
4. Providers should **demonstrate delivery capacity;** they should not be startups or recently established companies. They should also have reference clients and offer case studies to illustrate the digital products delivered and product-oriented delivery (POD).
5. Providers **should specialise in at least one** of the following methodologies: Scrum, Kanban, XP, lean development or Crystal.
6. Providers should **offer optional quality assurance services** and product design workshops in areas such as design thinking.
7. Providers **should have talent acquisition programs, training programs and knowledge management processes,** and ensure a healthy work environment to retain top talent.
8. Providers should differentiate themselves by offering business expertise or **development accelerators** in areas such as CRM, CX, e-commerce, ERP, industry-specific functionalities, IoT, supply chain management, and virtual reality.

Observations

The U.K. market is still working on following up the requirements that Brexit brought with it. The COVID-19 pandemic changed the ways how teams, both on the provider and on the client side, are collaborating and preparing the market for distributed teamwork. New requirements for automation integration, the rising complexity of software landscapes, a lack of skills and the pressure to cut costs are influencing the market.

With the Brexit, companies in the U.K. are under pressure to meet the demand for fast application changes and adapt to new regulations. Providers must also focus on promptly addressing clients' requirements; new regulations have also led to a lack of foreign professionals as they had to, or chose to, leave the country.

Although COVID-19 did not hinder the market for application development solutions and services, it did add to providers' and clients' already significant talent shortages. Due to the pandemic, clients see a backlog in terms of innovation, and they must focus on addressing the same.

Shortage of skilled people remains a major issue in the industry. As clients require deep knowledge in application development, the need for integrating IoT, blockchain and AI technologies in applications that are an integral part of their products, along with software testing, security, availability, and cloud integration, arises. Large providers have intensified their acquisition of small companies to fill their skills gaps.

From the 92 companies assessed for this study, 21 have qualified for this quadrant with five being Leaders and one Rising Star.

BJSS

BJSS delivers large-scale enterprise application development and testing services, application modernisation and cloud transformation, and digital product development services. At clients' facilities, BJSS works with a one-team approach and with a focus on end-to-end projects, from idea to production operations.

Coforge

Coforge's application development offerings include development, operations and quality engineering services. Its strategy leverages its capabilities in product engineering for innovations. Its Digital Process Automation (DPA) offering provides an advance framework to optimise the core functions of clients' business processes.

EPAM

With its range of software engineering and software optimisation services, **EPAM** shows significant growth. EPAM focuses more on planning, architecting and delivering solutions than on providing point services. The company provides a variety of AI-enabled tools and solutions to help improve continuous testing procedures.

HEXAWARE

Hexaware leverages its Modern Delivery Framework and aligns its services to three core themes: Automate Everything, Cloudify Everything and Transform Customer Experiences. Hexaware offers proprietary tools and platforms, consulting and development services, and a well-designed training program for cloud development, AI, Scrum and other skills.

UST

UST focuses on application development and modernisation, outcome-based application support and testing. It uses AI, data- and cloud-based, and packaged applications for dedicated industries. UST has a strong methodology for legacy application modernisation, delivering templates, documentation models and blueprints.

ITC Infotech

ITC Infotech (Rising Star) focuses on application development in dedicated industries and has several marquee client references. It offers ADM services, covering the complete spectrum of build, run and transform, supported by a wide partnership network with leading independent software vendors and cloud providers.

Application Managed Services

Who Should Read This

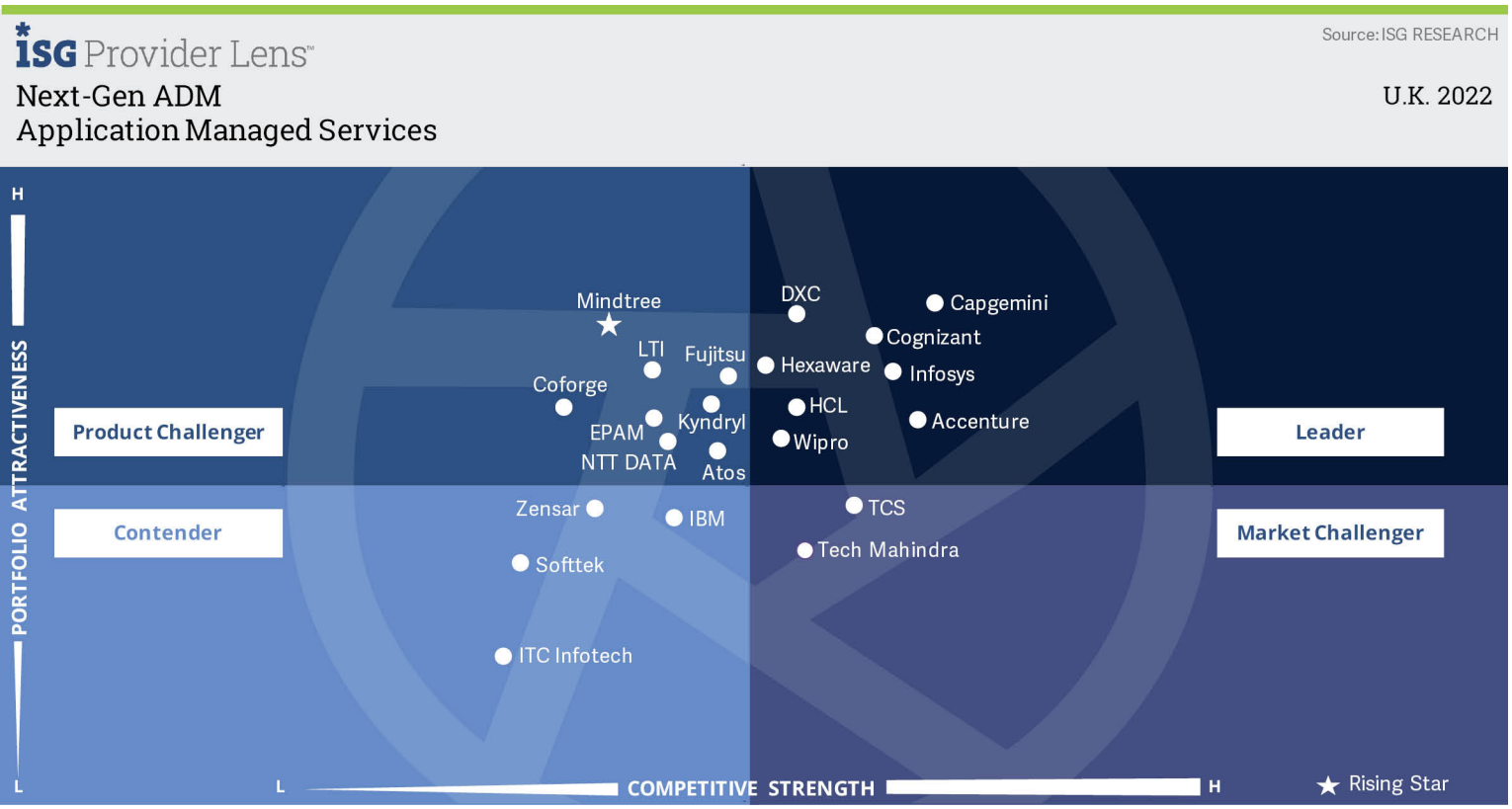
This report is relevant to enterprises across industries in the U.K. for evaluating providers that offer application managed services.

In this quadrant report, ISG highlights the current market positioning of providers offering application managed services in the region and how they address the key challenges faced by enterprises.

In the U.K., the demand for unified service management, with centralized policy management and workflow automation, drives the managed application services market. Enterprises in the region seek managed application services for existing applications in their business processes. They face challenges in maintaining applications and seek managed application service providers that offer incident resolution, maintenance, security, platform-led transformation, and modern application delivery based on microservice architecture, cloud native, API-first methodologies, and user support. These services will help them fine tune their business objectives while reducing risk and enable the agility to align with dynamic business environments. Enterprises also seek providers that can offer quick solution design, automate routine tasks, eliminate incidents, provide a reliable platform, and help optimize service delivery across their businesses.

IT and Technology Leaders should read this report to gain a clear understanding of the strengths and weaknesses of providers that offer Application Managed Services and their competency in developing frameworks and tools, to effectively manage their applications.

Sourcing and Procurement Managers should read this report to understand the service provider ecosystem for application maintenance services in the U.K. and how various providers compare with each other.



This quadrant assesses service providers that take the responsibility of **managing and automating** clients' entire application portfolios, **independent of their size and the underlying technologies.**

Oliver Nickels

Definition

This quadrant assesses service providers that take the responsibility of managing clients' entire application portfolios (applications in production). It does not include niche application specialists. The service scope comprises application support, enhancements, platform upgrades, application security, bug fixing, troubleshooting and the merging of enhancements and development backlogs under Kanban or similar methodologies. Leading service providers in this quadrant offer application monitoring, release management, version control, defect identification and resolution and database query performance.

Typical service levels include the time taken to resolve an incident or service request, service availability, the defect rate, user satisfaction or net promoter score (NPS) and user experience.

Service transition and client onboarding should include application documentation, service ticket records, knowledge transfer and, optionally, expert transfer and hiring. Ongoing service delivery starts after the transition period ends and often includes quality improvement programs and service knowledge refresh.

Eligibility Criteria

1. Should demonstrate **expertise** in deploying and operating service platforms for team performance monitoring and defect management, including troubleshooting
2. Should employ **vendor-certified experts** in packaged e-commerce, ERP, CRM, or supply chain management applications (at least one of these technology platforms)
3. **Must support** Microsoft and Oracle technologies, Java programming and relational databases such as MySQL, Oracle Database, PostgreSQL, and SQL Server. Mainframe and other technologies can add to a provider's rating but are not required for inclusion
4. Should **integrate more than two service platforms,** such as Atlassian Jira, SAP Solution Manager and ServiceNow, and service desk tools and application development platforms such as AWS, Google Anthos, IBM Rational and Microsoft Azure
5. Should include a **service management platform** to handle application tickets and service requests and track service levels
6. Service providers using clients' tools **should demonstrate certifications** and expertise in integrating and managing commercial-grade platforms
7. Should commit to quality **improvement programs to reduce incidents** that can include lean methodologies plus AI and machine learning for analytics with incident and service request automation
8. Should offer **fixed service fees or outcome-based contracts,** providing clients with options; staff augmentation is an exception

Observations

The managed application services market in the U.K. is gaining traction. This is driven by a combination of growing system and application complexities, and the need to transition to Agile and DevOps methodologies and automate operations. It is also further driven by a persistent lack of skills, a growing demand for moving parts of the application and data landscape to the cloud, and business requirements for fast and improved applications in all areas. IT departments are becoming increasingly overwhelmed by the numerous difficulties they confront and are looking for ways to focus on their core business.

Simultaneously, a movement towards cloud computing is gaining traction, building on the general idea that IT does not have to be on-premises and in-house anymore, as was common in the past 40 years. Strong security and networking solutions, the availability of high network speeds and low latency in different situations and locations, and the rising need to access data and application services from off-premises have turned cloud migration into a fast-growing trend.

One of the key aims that providers and clients consider is to simplify operations. Providers offer a diverse and rapidly developing range of automation technologies and solutions, all of which are based on a variety of self-developed AI solutions that are incorporated into the provider's operations platform. These technologies obviously benefit operations in a variety of ways, including cutting costs, improving security, reducing risk, increasing dependability, and improving the overall software quality and availability.

Sustainability is gradually gaining importance and becoming a part of the list of requirements that clients demand. Some providers have begun to aggressively promote the issue; however, other factors such as automation, migration, security, and cost reduction continue to be major topics of discussion.

From the 92 companies assessed for this study, 22 have qualified for this quadrant with eight being Leaders and one Rising Star:

accenture

Accenture provides a distinct and complete strategy to drive continuous innovation using DevOps, Agile, cloud, automation, and other solutions. It strongly focuses on a business consulting; therefore, it considers technological advancements as a commercial driver that alters the application environment.

Capgemini

Capgemini's Intelligent Operations service is fuelled by its comprehensive approach to next-generation ADM and automation across IT and business processes, with an emphasis on business agility, Agile-DevOps transformation, performance metrics insights and embedded innovation. Capgemini Intelligent Automation Platform (CIAP) is a technology-neutral, universal plug-and-play enterprise-wide AI solution.

Cognizant

The Manage+ Suite of tools and frameworks is used to support **Cognizant's** application management. The company's Talent Management extends beyond technical skills and focuses on commercial value. The New Business Agility Lens product from Cognizant blends business-centric application services with a focus on agility.

DXC Technology

DXC Technology's application managed services focus on streamlining operations and driving optimisation of current and new applications by simplifying the operations of application development. DXC Platform X™ is an intelligent automation platform that enables companies to create a robust, self-healing IT infrastructure across their entire IT infrastructure.

HCL observes a shift in its clients' objectives, as they become more receptive to new ideas, re-evaluate their present operating model and adopt a holistic approach to application development. HCL's new managed application services architecture, ASM 2.0, offers business-aligned outcomes through automated, intelligent, and contextualised application support operations.

Hexaware has substantial presence within the U.K. across all service lines, and this includes services that the company provides across continental Europe from the U.K., which also serves as its European headquarters. Hexaware's AMS solutions focus on automation and efficiency, which are delivered through a performance-backed solution with price flexibility.

Infosys' managed application services offering is an end-to-end solution that incorporates ITIL, ITSM, Agile and DevOps approaches. The Live Enterprise Application Management Platform (LEAP) is a cloud-enabled unified platform that serves as the foundation for various services. Infosys provides a systematic strategy for continuous improvement, which is guided by its own grassroot innovation framework.

Wipro's next-gen application management services are based on the ideas of business value generation, full-stack metered application services, hyper automation and AIOps, and experience-led service design, with the goal of enabling corporate agility in the digital world. HOLMES™, Wipro's proprietary machine learning and AI solution, was added to the automation platform.

Mindtree (Rising Star) has restructured its ADM business into Digital Engineering Services (DES), focusing on business demands, technology, delivery construct and people. It provides a full-service application development offering, including legacy modernisation, data engineering and analytics, AppOps, infrastructure management, and cloud migration.

Leader

"Capgemini integrates engineering IT and business command centres into its innovative offering."

Oliver Nickels

Capgemini

Overview

Capgemini, headquartered in France, showed strong growth in the past years, and accounted for a revenue of €18.1 billion in 2021. It now employs more than 324,700 people in nearly 50 countries. The application services segment is a key revenue driver for Capgemini.

In the U.K., Capgemini primarily offers ADM services to large enterprises and globally operating companies, with the support of more than 22,000 ADM FTEs dedicated to the U.K. market.

Strengths

Business-focused ADM for accelerated growth: Capgemini's ADMnext framework underpins the firm's comprehensive approach to next-generation ADM and automation across IT and business processes, with an emphasis on business agility, agile and DevOps transformation, performance metrics insights, and embedded innovation. Digital transformation projects target both business and IT, with end-to-end integration of advisory and execution skills to create client innovation.

Full automation offering: Capgemini Intelligent Automation Platform (CIAP) is a unified plug-and-play, enterprise-wide solution that serves across the application portfolio, IT and business operations. It includes Capgemini's Business Command Centre, which brings together business process, application and infrastructure performance data to provide actionable insights to business and IT.

Integrated operations: Capgemini launches specialised initiatives to integrate intelligent operations into company IT, focusing on shop floor automation, IT-OT integration, smart factories and digital twins. Strong, AI-driven data analytics and cybersecurity capabilities are among the initiatives.

Caution

Capgemini follows the overall trend to building large offshore centres, currently accounting for more than 50 percent of the workforce dedicated to the U.K. market. While is a general trend, clients should be aware of it and should ensure their future requirements for long-term outsourcing projects meet the Capgemini's offerings strategy.

Application Quality Assurance

Who Should Read This Section

This report is relevant to enterprises across industries in the U.K. for evaluating providers that offer application quality assurance services.

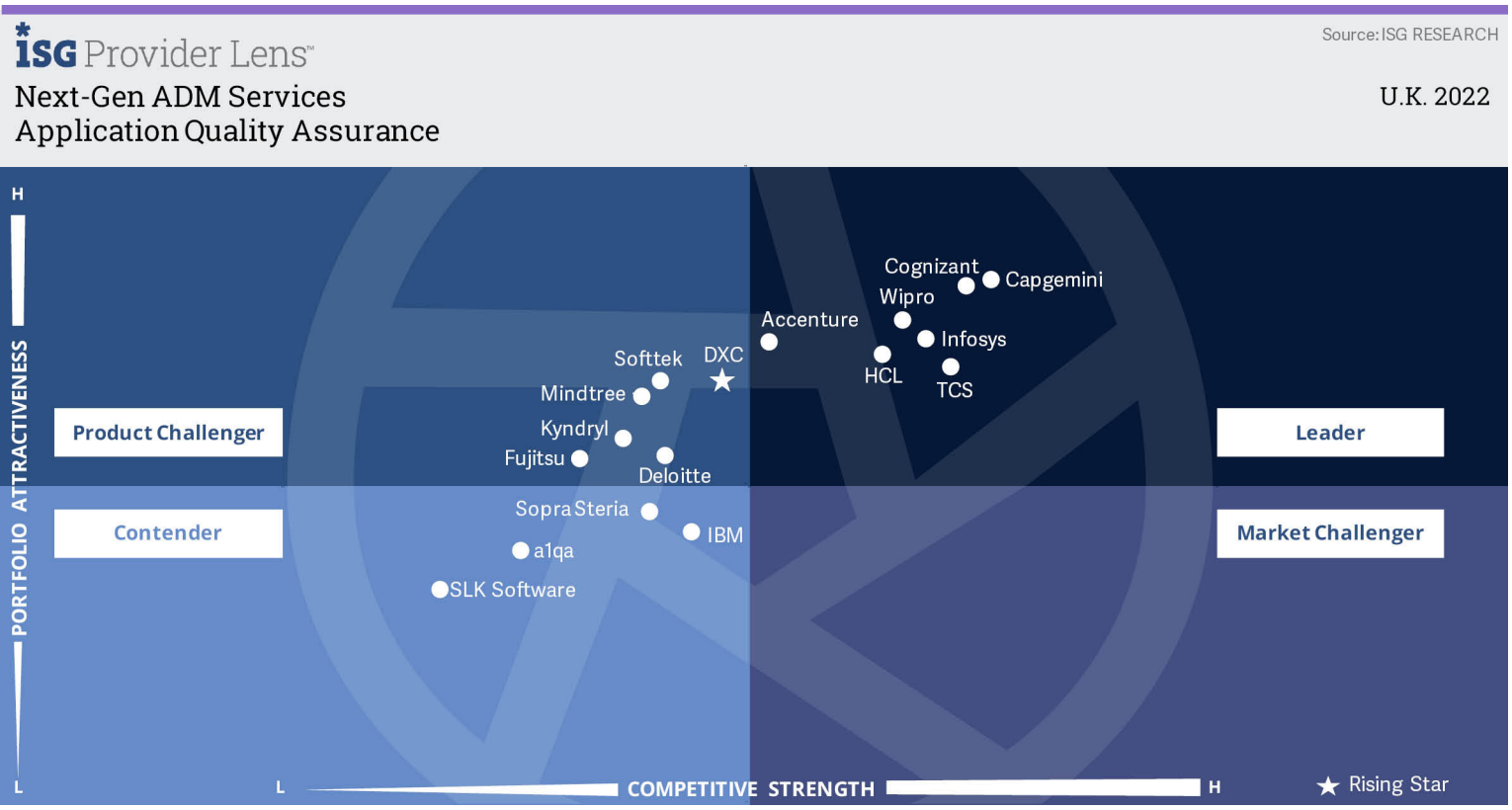
In this quadrant report, ISG highlights the current market positioning of providers that offer application quality assurance services in the region and how they address the key challenges faced by enterprises.

The growing demand for operational efficiency, cognitive applications, quality assurance at speed, and automated testing approaches drives this market. Enterprises in this region want to seamlessly plan, manage, and integrate the quality assurance process, which will help them reduce cost and provide a flexible delivery model.

They are also looking for migration and transformation with zero critical issues during the entire period of migration. Enterprises are also looking to adopt automation in all test phases to reduce human intervention and save time. They are seeking integrated technologies such as AI and machine learning to automate end-to-end platform assurance. They are also looking for low-cost, custom solutions for testing that offer flexible delivery models and are less complex to address specific requirements.

IT and Technology Leaders should read this report to gain a clear understanding of the strengths and weaknesses of service providers in their quality assurance practice and how they integrate the latest technologies and capabilities into their service offerings, to get a competitive edge in the market.

Line-of-business and Industry Leaders should read this report to understand the relative positioning of partners that can help them effectively procure the application services for their business or industry and ensure returns on investment.



This quadrant assesses service providers that offer **full-scale application quality assurance (QA)** skills, analytics and insights spanning **spanning the whole application lifecycle.**

Oliver Nickels

Definition

This quadrant assesses service providers that offer comprehensive quality assurance programs, including assessments, design, implementation and quality assurance managed services. Service deliverables include setting methods for effort estimation, project planning, documentation, sprint execution timelines, criteria for a product to be deemed complete and testing strategies to identify bugs or defects in a product.

Service providers in this quadrant can design processes to attain the desired product or service quality at project and business levels, ideally covering a client's complete application portfolio. They leverage quality frameworks to support application code quality improvements, infrastructure resiliency, digital testing, security and quality assurance artifacts, products and vendor tools.

This quadrant also assesses how a provider leverages production logs to extract insights for improved application quality and performance, and how the provider integrates application performance management tools with AI and machine learning to monitor data and predict the quality of new applications.

Eligibility Criteria

1. Should offer a **centralised quality** assurance unit that lays down quality standards for clients' projects
2. Should **maintain a comprehensive technical quality** assurance framework, which includes planning, implementation, monitoring, review and improvements
3. Should maintain a consulting team focused on **analysing business demands** and securing development and delivery according to business requirements
4. Should use technology to perform analytics over logs and **use AI for continuous improvement** in results; ideally, the tool set includes analytics over logs of applications running in production
5. Should **provide differentiation** with proprietary tools and accelerators for faster time to market
6. Should **leverage vendor partnerships** for quality monitoring, application performance tools and testing tools
7. Should **offer training and education** for developers, testers and operators to develop a quality excellence mindset and ensure that the overall product or service meets the desired quality, both technically, as in supporting the affected business processes, and functional requirements

Observations

The number of providers in this quadrant demonstrates that the full-scale application QA market is driven by a few significant providers. Some small providers have grown significantly via substantial expertise in test tooling, specialised testing and automation assistance.

The focus of application QA is shifting towards ensuring the commercial value of applications. This starts with a business innovation process based on applications, implementation and integration, QA, and measurement of the impact on business processes and revenue. Some providers have begun to provide bespoke contract alternatives, with pricing based on the application's commercial effect.

Clients recognise the importance of application quality and seek better solutions. Outsourcing the entire process is an effective option for them to gain more control and automate the process. As more goods and services rely on high-quality application solutions, sophisticated technological integrations, networking and cloud computing migrations, the development and QA threshold increases.

AI has evolved into a multi-tool for QA applications, ranging from prediction and infrastructure workload availability to security assurance. Providers use their own AI technologies in all aspects of their QA products and platforms. This increases the capabilities of proprietary systems but clients might face difficulty in switching their provider. Transparency is scarce in this market.

From the 92 companies assessed for this study, 17 have qualified for this quadrant with seven being Leaders and one Rising Star.

accenture

Accenture provides numerous unique QA platforms and assets. Its Solutions. AI provides a set of ready-to-use AI algorithms for rapid integration of multiple technology stacks, as well as real-time application monitoring. Accenture has several customer references in application QA that demonstrate the company's capacity to drive quality on a wide scale.

Capgemini

Capgemini's quality engineering focus has evolved to a business value-centric strategy that drives business outcomes. A major percentage of the process is automated and driven by machine learning- or AI-based analytics in this integrated approach. Capgemini provides several test management tools, frameworks and processes. It is also focuses on sustainability.

Cognizant

Cognizant offers a specialised quality engineering and assurance practice to build and implement QA solutions with an emphasis on both speed and scalability. It provides a worldwide QA portfolio that is supplemented by unique region-specific services.

HCL

Within its Digital Business offering, **HCL** provides full-scale, end-to-end QA services. Its offering comprises quality engineering services with a DevOps and Agile-first approach, which are linked with HCL's FENIX2.0 execution framework, a large-scale, digital execution framework that encompasses the company's integrated digital service offerings. To enable a domain-specific approach, FENIX2.0 includes industry-specific contextual solutions.

Infosys has a holistic approach to application quality, providing enterprise quality solutions and consulting and validation solutions focusing on engineering-led digital assurance. Infosys considers the U.K. market as essential to its operations and is committed to strengthening its presence in the region through a local hiring strategy.

TCS delivers application QA services through a product-centric operating model, supported by cognitive automation and analytics. It provides complete test automation services, including test design, functional testing, regression analysis, and non-functional test automation. TCS supports a wide range of commercial technologies through partnerships.

Wipro strongly focuses on automation and has pioneered the use of AI to expedite IT service delivery. The firm is constantly improving its AI-powered HOLMES™ platform to intelligently automate the application testing and support lifecycle. Wipro's QA services also assist clients in developing their QA culture, and its QA engineers assist in selecting the appropriate tools.

DXC Technology

DXC Technology's (Rising Star) testing and digital assurance service offers comprehensive testing services to provide a 360-degree perspective of customer application quality, including functionality, complexity, performance and security. DXC Agile Process Automation (APA) is a revolutionary digital platform that blends cloud and RPA with embedded AI. It provides and operates on a variety of contract and pricing models.

Leader

"Capgemini considers QA as global, business-value centric task."

Oliver Nickels

Capgemini

Overview

Capgemini, headquartered in France, showed strong growth in the past years, accounting for a revenue of €18.1 billion in 2021, and now employs more than 324,700 people in nearly 50 countries. The application services segment is a key revenue driver for Capgemini.

In the U.K., Capgemini serves more than 80, primarily large and global, companies with QA services, with more than 3,100 dedicated employees, of which 30 percent are available onsite.

Strengths

Global thought leader: Capgemini's quality assurance and testing (QET) is a global thought leader in QA and testing. The company employs more than 31,000 testing specialists in over 10 test labs worldwide, with other resources distributed across 40 countries. Capgemini's Rightshore® delivery strategy strikes a balance between onshore and offshore forces, as well as its growing nearshore presence.

Engineering-focused skillset: The quality engineering focus at Capgemini has evolved to a business value-centric strategy that drives business outcomes. It consists of a business-centric operating model, quality engineering, and a connected ecosystem throughout the client's business and IT landscape. A major percentage of the process is driven by machine learning- and AI-based analytics.

Business-centric QA: Capgemini's proprietary testing methodologies, TMap® and TPI®, offer a structured approach for each phase of testing across the software development lifecycle and provide insights into the relative maturity of organisations' test processes with a focus on meeting and their business goals.

Caution

The majority of Capgemini's contracts are based on time and material or on a fixed price model. It should introduce more innovative contract arrangements.

Continuous Testing Specialists

Who Should Read This

This report is relevant to enterprises across industries in the U.K. for evaluating providers that offer continuous testing services.

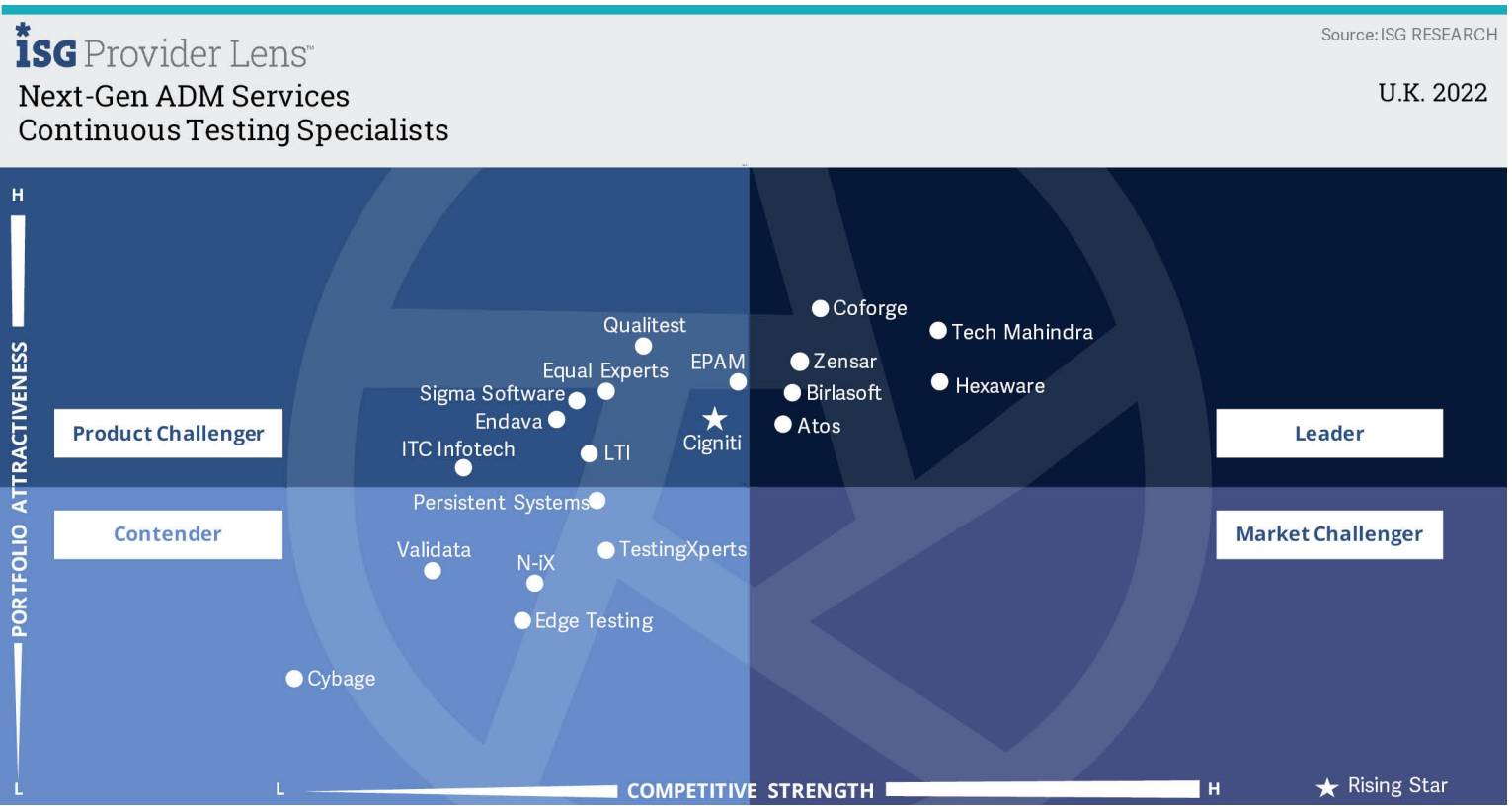
In this quadrant report, ISG highlights the current market positioning of providers that offer continuous testing services in the region and how they address the key challenges faced by enterprises.

Enterprises in the U.K are prioritizing automation-first strategy toward testing solutions. This strategy will help them in security enhancement, quality improvement, and cost saving. The continuous testing services market is primarily driven by the adoption of Agile and DevOps methodologies, as well as automated testing approaches.

Enterprises in the region are looking for intelligent test automation platforms, test automation framework, one-touch testing, and quality assurance maturity radar for testing services. They are also seeking all required testing solutions, such as mobility, security, AI, cognitive, API, blockchain, and others under one roof to minimize time, effort, resources, and investments. Enterprises are also looking for testing services with multi-skilled teams and flexible engagements.

IT and Technology Leaders should read this report to gain a clear understanding of the strengths and weaknesses of service providers in their continuous testing practice and how they integrate the latest technologies and capabilities into their service offerings, to gain a competitive edge in the market.

Line-of-business and Industry Leaders should read this report to understand the relative positioning of partners that can help them effectively procure the continuous testing specialists for their business or industry and ensure returns on investment.



This quadrant assesses service providers that offer **automated testing services**, testing strategies and test execution, delivering **quality in tandem with speed, driven** by agile development.

Oliver Nickels

Definition

This quadrant assesses providers of automated testing services. These providers develop the testing strategy, scope, methods and scripts before automation and test execution. They have the skills to deploy automation and execute testing cycles and produce the necessary evidence to support compliance auditing.

Continuous application testing focuses on delivering quality in tandem with the speed of agile development. In terms of technology, it encompasses various aspects of automated testing, such as shift-left and end-to-end automation across testing phases, in every phase of the continuous delivery process. This discipline goes beyond automation-based testing in terms of people and processes; it accomplishes better collaboration between the quality assurance and development teams in sprint cycles, in addition to feature-driven testing and responsiveness to changes.

Eligibility Criteria

1. Should **engage qualified professionals** for test-driven development (TDD), behaviour-driven development (BDD) and other approaches
2. Should handle **large-scale testing and continuous integration** demands of complex systems such as ERP and e-commerce with many test cases
3. Portfolio **should include** unit testing, system testing, regression testing, compliance testing, performance and load testing, user acceptance testing and smoke testing
4. Should **offer consulting services** that include test automation implementation, which can be integrated with the client's development and DevOps tools, and help clients optimise their continuous testing performance to reduce testing time
5. Should **offer continuous services,** including testing data and test coverage assessments automated testing enablement across many continuous integration pipelines, and managing testing artifacts for the significant reutilisation of such artifacts
6. Should **replicate testing practices** and use automated testing for multiple projects

Observations

Continuous testing is in high demand as many clients migrate a large number of assets from their application landscapes and their legacy applications to the cloud. Clients begin to focus on project-based categories, which necessitates innovative thinking and advanced approaches. Even small clients see the potential of linked apps embedded in goods and solutions, which increases demand for improved quality.

Providers are under intense pressure to automate their testing environments and processes. Many collaborate with large AI-as-a-service providers to employ machine learning and AI capabilities without constructing their own; however, few providers in this quadrant can build their own AI-based platform.

New technologies such as IoT, augmented reality and blockchain are driving quality software engineering. Security is another driver, especially when combined with cutting-edge technology or geographically dispersed systems. In terms of demand, testing and quality engineering will continue to be a potential area of considerable development, and providers are recognising that this market may generate revenue growth.

From the 92 companies assessed for this study, 20 have qualified for this quadrant with six being Leaders and one Rising Star.

Atos

As part of its application development, maintenance and independent testing contracts, **Atos** offers continuous testing services as an independent and integrated service offering. Atos Data Quality Assurance is developed as serverless microservices using cutting-edge technologies.

Birlasoft

Birlasoft has a broad spectrum of services in the application development space. It focuses on the manufacturing, energy and utilities, life sciences, and banking and financial services industries. It also offers verticalised services, solutions and platforms. Birlasoft's testing services are crucial to its strategic roadmap to allow platform modernisation, cloud enablement and digital transformation.

Coforge

Coforge's Hyper-automated Techno Domain Offerings include services for development, operations and quality engineering. Its three strategy planning phases are defined as consistent quality delivery, automation everywhere, and predictive quality and autonomous approaches. Coforge offers a wide network of strategic alliances and partnerships in all areas of IT and IT-centric business transformation.

HEXAWARE

Hexaware's offering includes autonomous assurance, cloud quality assurance, testing of AI-infused applications and platform-led agility services. It provides extensive platforms, tools and services with an automation-first approach across the testing lifecycle. Hexaware focuses strongly on the banking and financial services sector.

Tech Mahindra

Tech Mahindra's Digital Assurance Services offering was recently redesigned. It offers a broad range of continuous testing in areas, including blockchain, AI and cognitive testing. Tech Mahindra has a strong value proposition centred on technology. It establishes a vast network of partnerships with providers of specialised technology and consulting services.

Zensar

Zensar offers KPI-driven, end-to-end quality engineering services, combined with a range of tools, advanced test automation reusable assets, frameworks and accelerators. Its quality engineering advisory and consulting services provide a clear set of action plans to improve maturity of testing organisations and offers vertically aligned testing services.

Cigniti

Cigniti's (Rising Star) expertise spans across strategic digital assurance, quality engineering, advisory and transformation, and QA services. It has extensive experience in the use of AI, machine learning and analytics for automation frameworks and QA practices and provides a wide range of specialised testing services.

Appendix

The ISG Provider Lens™ 2022 – Next-Gen ADM Services 2022 analyzes the relevant service providers in the U.K. market, based on a multi-phased research and analysis process, and positions these providers based on the ISG Research methodology

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The research and analysis presented in this report includes research from the ISG Provider Lens™ program, ongoing ISG Research programs, interviews with ISG advisors, briefings with services providers and analysis of publicly available market information from multiple sources. The data collected for this report represents information that ISG believes to be current as of October 2022, for providers who actively participated as well as for providers who did not. ISG recognizes that many mergers and acquisitions have taken place since that time, but those changes are not reflected in this report.

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

The study was divided into the following steps:

1. Definition of Next-Gen ADM Services 2022 market
2. Use of questionnaire-based surveys of service providers/ vendor across all trend topics
3. Interactive discussions with service providers and vendors on capabilities and use cases
4. Leverage ISG's internal databases, advisor knowledge and experience
5. Use of Star of Excellence CX-Data
6. Detailed analysis, evaluation of services and service documentation based on the facts and figures received from providers and other sources.
7. Use of the following key evaluation criteria:
   * Strategy and vision
   * Innovation
   * Brand awareness and presence in the market
   * Sales and partner landscape
   * Breadth and depth of portfolio of services offered
   * Technology advancements

Lead Analyst

Oliver Nickels
Lead Analyst

In addition to his deep technical and business knowledge, Mr. Nickels brings to ISG's projects and analysis a wealth of experience from over 25 years as a senior analyst, management consultant and startup entrepreneur.

His areas of focus include organizational transformation through digital and AI-based technologies, next-generation application development, the Internet of Things, and the digital customer journey.

He works as freelance consultant to help ISG customers with specific issues related to digital transformation. Previously, Mr. Nickels spent many years in various national and international roles at a leading global IT company.

Mr. Nickels teaches artificial intelligence and the Metaverse at the Universities of Tübingen and Konstanz. Mr. Nickels holds a degree in computer science from the University of Bremen.

Enterprise Context and Overview Analyst

Puranjeet Kumar
Research Specialist

Puranjeet Kumar is a senior research analyst at ISG and is responsible for supporting and co-authoring Provider Lens™ studies on Next-Gen ADM Solution & Services, and Salesforce Ecosystem. He supports the lead analysts in the research process and writes the global summary report. Puranjeet also develops content from an enterprise perspective and collaborates with advisors and enterprise clients on ad-hoc research assignments. Prior to this role, he has worked at several syndicated market research firms and has more than seven years of experience in research and consulting, with major areas of focus in collecting, analyzing, and presenting quantitative and qualitative data. His area of expertise lies in various technologies, including application development and maintenance[MB1] [MP2] , and analytics.

IPL Product Owner

Jan Erik Aase

Partner and Global Head – ISG Provider Lens™

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

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

ISG Provider Lens™

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

ISG Research™

ISG Research™ provides subscription research, advisory consulting and executive event services focused on market trends and disruptive technologies driving change in business computing. ISG Research delivers guidance that helps businesses accelerate growth and create more value.

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ISG

ISG (Information Services Group) (Nasdaq: III) is a leading global technology research and advisory firm. A trusted business partner to more than 800 clients, including more than 75 of the world's top 100 enterprises, ISG is committed to helping corporations, public sector organizations, and service and technology providers achieve operational excellence and faster growth. The firm specializes in digital transformation services, including automation, cloud and data analytics; sourcing advisory; managed governance and risk services; network carrier services; strategy and operations design; change management; market intelligence and technology research and analysis.

Founded in 2006, and based in Stamford, Conn., ISG employs more than 1,300 digital-ready professionals operating in more than 20 countries—a global team known for its innovative thinking, market influence, deep industry and technology expertise, and world-class research and analytical capabilities based on the industry's most comprehensive marketplace data. For more information, visit www.isg-one.com.

ISG Provider Lens™

OCTOBER 2022

REPORT: NEXT-GEN ADM SERVICES