Key Takeaways

Avanade, HCL Technologies, And PwC Lead The Pack
Forrester’s research uncovered a market in which Avanade, HCL Technologies, and PwC are Leaders; DXC Technology, Hitachi Solutions, Infosys, KPMG, and Sonata Software are Strong Performers; and Cognizant, IBM, TCS, and Wipro are Contenders.

Business Consulting, Cloud, And Delivery Excellence Are Key Differentiators
As Microsoft Dynamics evolves into a business applications platform, breadth of consulting and delivery capabilities and depth in intellectual property (IP) and domain knowledge will dictate which providers will lead the pack. Vendors that can provide these capabilities position themselves to successfully deliver Microsoft Dynamics services to their customers for high business impact at low risk.

Why Read This Report
In our 23-criterion evaluation of Microsoft Dynamics 365 service providers, we identified the 12 most significant ones — Avanade, Cognizant, DXC Technology, HCL Technologies, Hitachi Solutions, IBM, Infosys, KPMG, PwC, Sonata Software, Tata Consultancy Services (TCS), and Wipro — and researched, analyzed, and scored them. This report shows how each provider measures up and helps application development and delivery professionals select the right one for their needs.
The Forrester Wave™: Microsoft Dynamics 365 Services, Q2 2019
The 12 Providers That Matter Most And How They Stack Up

by Leslie Joseph
with Ashutosh Sharma, Frederic Giron, Liz Herbert, Sukriti Dangi, and Bill Nagel
May 21, 2019

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Related Research Documents
The Forrester Wave™: Microsoft Dynamics 365 Services, Q4 2017

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Transformation Is The Name Of The Dynamics 365 Game

Microsoft’s business apps platform is powering up. Dynamics 365, its enterprise resource planning (ERP) and CRM applications in the cloud, is part of an enterprise push encompassing Office 365 for desktop productivity, Azure cloud services, and the Power Platform. Dynamics engagements are now no longer just standalone ERP or CRM deployments; their scope is transformational and extends across the Microsoft stack. Buoyed by a friendlier licensing model and a push to the cloud, Dynamics is part of a nimble, extensible digital business transformation platform. This push has unsettled the Microsoft ecosystem in recent quarters. Our research in the Dynamics implementation services space has uncovered a market where most service providers are still busy transforming their service portfolios to align with Microsoft’s new enterprise stack. Many of these providers are underprepared to deploy a future-ready business platform founded on Microsoft Dynamics 365.

Microsoft Dynamics 365 services customers should look for providers that support:

› **Digital business transformation.** For many enterprises, the shift to Dynamics 365 is an opportunity to reimagine business processes. Buyers want to use the cloud and systems of insight that extract and use data deeply embedded within their organization to power growth and call upon service providers with vision and execution to support business transformation. Although the Dynamics 365 services playing field is consolidating, niche vendors with strong consulting and execution capabilities can still create value as effectively as large, diversified systems integrators (SIs). While clients are beginning to ask for outcome-oriented, business-focused engagement models, few vendors provide such commercial models as yet.

› **An accelerated cloud journey.** Many firms start from legacy and on-premises technology, including older versions of Dynamics. Business and tech leaders often choose Dynamics 365 as the tip of the spear on their march to the cloud. Clients expect service providers to have proven methodologies to support modernization and cloud migration that go far beyond lift-and-shift approaches. Dynamics 365 implementations are getting more complex, with more large enterprises adopting joint ERP and CRM deployments in the cloud. Providers are building accelerators and IP both on and off AppSource that use their process or domain knowledge to extend functionality, speed up cloud deployment, and reduce business risk.

› **A deep tech relationship with Microsoft.** Each provider we evaluated has go-to-market partnerships with Microsoft, several large SIs have dedicated Microsoft-focused internal groups. A close two-way technical partnership allows providers to work directly with Microsoft product teams to influence road maps, deepen product knowledge, and tap expertise for functional areas or projects. This proximity has implications for the depth of technical and functional talent that providers can field in engagements. The market for Dynamics 365 pros is still nascent, and it’s harder to find consultants with Dynamics skills than SAP or Oracle skills. Providers have been investing to acquire, train, certify, and retain consultants.
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 does not represent the entire vendor landscape.

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.
FIGURE 1 Forrester Wave™: Microsoft Dynamics 365 Services, Q2 2019

THE FORRESTER WAVE™
Microsoft Dynamics 365 Services
Q2 2019

The 12 Providers That Matter Most And How They Stack Up

- Avanade
- PwC
- HCL Technologies
- Infosys
- Hitachi Solutions
- DXC Technology
- Sonata Software
- TCS
- Cognizant
- IBM
- Wipro

Stronger current offering
Weaker current offering
Weaker strategy
Stronger strategy
Market presence

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FIGURE 2 Forrester Wave™: Microsoft Dynamics 365 Services Scorecard, Q2 2019

<table>
<thead>
<tr>
<th>Current offering</th>
<th>Forrester’s weighting</th>
<th>Avanade</th>
<th>Cognizant</th>
<th>DXC Technology</th>
<th>HCL Technologies</th>
<th>Hitachi Solutions</th>
<th>IBM</th>
<th>Infosys</th>
<th>KPMG</th>
<th>PwC</th>
<th>Sonata Software</th>
<th>TCS</th>
<th>Wipro</th>
</tr>
</thead>
<tbody>
<tr>
<td>Breadth of services</td>
<td>50%</td>
<td>4.50</td>
<td>2.60</td>
<td>3.02</td>
<td>3.64</td>
<td>3.24</td>
<td>2.34</td>
<td>3.28</td>
<td>2.62</td>
<td>3.98</td>
<td>2.72</td>
<td>2.44</td>
<td>2.86</td>
</tr>
<tr>
<td>Customer results and business outcomes</td>
<td>20%</td>
<td>4.00</td>
<td>2.30</td>
<td>3.00</td>
<td>3.00</td>
<td>3.60</td>
<td>3.10</td>
<td>4.10</td>
<td>3.80</td>
<td>3.30</td>
<td>3.00</td>
<td>2.40</td>
<td>2.40</td>
</tr>
<tr>
<td>Public digital transformation proof points</td>
<td>30%</td>
<td>5.00</td>
<td>3.00</td>
<td>3.00</td>
<td>5.00</td>
<td>3.00</td>
<td>1.00</td>
<td>3.00</td>
<td>1.00</td>
<td>5.00</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
</tr>
<tr>
<td>Service delivery approach and tools</td>
<td>20%</td>
<td>5.00</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
<td>5.00</td>
<td>3.00</td>
<td>1.00</td>
<td>3.00</td>
</tr>
<tr>
<td>Dynamics 365 product capabilities</td>
<td>10%</td>
<td>4.80</td>
<td>1.70</td>
<td>3.30</td>
<td>2.80</td>
<td>3.70</td>
<td>2.80</td>
<td>3.00</td>
<td>3.70</td>
<td>3.00</td>
<td>1.90</td>
<td>2.30</td>
<td>2.30</td>
</tr>
</tbody>
</table>

| Strategy                                  | 50%                   | 3.80    | 2.60      | 3.80           | 3.40             | 3.40              | 3.00| 3.40    | 3.00| 4.20| 3.40            | 1.80| 2.20  |
| Vision                                    | 20%                   | 5.00    | 1.00      | 5.00           | 3.00             | 3.00              | 1.00| 3.00    | 1.00| 5.00| 3.00            | 1.00| 3.00  |
| Market approach                           | 20%                   | 5.00    | 3.00      | 5.00           | 5.00             | 5.00              | 3.00| 5.00    | 5.00| 5.00| 5.00            | 1.00| 3.00  |
| Innovation road map                       | 20%                   | 1.00    | 3.00      | 3.00           | 3.00             | 5.00              | 1.00| 5.00    | 5.00| 5.00| 5.00            | 1.00| 3.00  |
| Depth of Microsoft partnership            | 20%                   | 5.00    | 3.00      | 3.00           | 3.00             | 3.00              | 3.00| 3.00    | 3.00| 3.00| 3.00            | 1.00| 3.00  |
| Commercial model                          | 20%                   | 3.00    | 3.00      | 3.00           | 3.00             | 1.00              | 1.00| 3.00    | 1.00| 5.00| 1.00            | 3.00| 1.00  |

| Market presence                           | 0%                    | 5.00    | 2.00      | 3.50           | 4.00             | 4.00              | 3.50| 2.50    | 3.00| 3.50| 1.00            | 1.00| 3.50  |
| Customers                                 | 25%                   | 5.00    | 3.00      | 3.00           | 1.00             | 3.00              | 5.00| 1.00    | 3.00| 3.00| 1.00            | 1.00| 5.00  |
| Large projects                            | 25%                   | 5.00    | 3.00      | 1.00           | 5.00             | 3.00              | 3.00| 3.00    | 3.00| 5.00| 1.00            | 1.00| 3.00  |
| Revenue                                   | 50%                   | 5.00    | 1.00      | 5.00           | 5.00             | 5.00              | 3.00| 3.00    | 3.00| 3.00| 1.00            | 1.00| 3.00  |

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

Forrester included 12 vendors in this assessment: Avanade, Cognizant, DXC Technology, HCL Technologies, Hitachi Systems, IBM, Infosys, KPMG, PwC, Sonata Software, Tata Consultancy Services (TCS), and Wipro.

Vendor Profiles

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

Leaders

› **Avanade delivers a broad proposition to global enterprises.** Avanade is a joint venture established by Accenture and Microsoft in 2000, an alliance that has been furthered by the recent formation of the Accenture Microsoft Business group to build on the Microsoft stack with a focus on using Dynamics 365 to optimize business processes. This suggests that Avanade intends to uphold its position as a leading Dynamics 365 service provider. While the company continues to demonstrate its traditional strengths — scale, breadth of domain capabilities, and lineage — it has also gained significant scale beyond Dynamics. Revenues from the broader Microsoft product set across apps, data, AI, and cloud infrastructure have also grown significantly. Its ability to leverage Accenture’s business consulting expertise with its advisory services — as well as its deep relationship with Microsoft — enables Avanade to drive business transformation across the Microsoft business applications stack. Avanade has heavily invested in its network of global digital and innovation studios to create IP, support customers locally, and co-create solutions with its clients.

We found that, while Avanade also has one of the best structured models for providing long-term support for Dynamics 365 deployments, its capabilities lie exclusively within the Microsoft stack. Consider Avanade for the full spectrum of Dynamics 365 engagements where Microsoft and its partner ecosystem is the chosen technology set.

› **HCL Technologies is a Dynamics specialist embedded within a traditional SI.** HCL acquired Dynamics shop PowerObjects in 2015 and has allowed the company to retain a unique identity as a standalone business unit of HCL. At the same time, much of the broader capability around the Microsoft stack, such as Azure and the Power Platform, exists in a separate business unit outside of PowerObjects. This gives PowerObjects special status as a dedicated Microsoft Dynamics shop with the resources and processes of a large SI. HCL has leveraged this status to drive the highest number of large deals among its SI peers, as well as several instances of large multiyear transformation engagements based on Microsoft Dynamics 365. HCL also innovates through its suite of PowerPack tools, which are small add-ons on the Dynamics 365 platform, built by HCL and delivered to customers through a software-as-a-service (SaaS) model at a low price.
In our evaluation, HCL’s dedicated focus on Microsoft Dynamics 365 though PowerObjects put it ahead of its SI peers. As with many other SIs, HCL’s Dynamics 365 business tilts distinctly toward CRM. Consider HCL for its resourcing flexibility and strong implementation capabilities.

**PwC champions consulting-led business transformation.** PwC is one of the world’s largest business consulting houses. The firm’s access to its clients’ C-suite and consulting-led engagement philosophy allows it to approach problems business-first and top-down. Over the years, PwC has built a Microsoft practice that is broad as well as deep. It has also made a few small acquisitions, such as Outbox in Poland and NSI in the Middle East.

PwC has a close two-way relationship with Microsoft and has lent its business expertise to help Microsoft’s product teams build specialized business processes and workflows into Dynamics. As a consulting company, it demonstrates a willingness to engage in innovative, outcome-driven commercial models or provide a program management layer to de-risk engagements — even when other implementation partners are involved. In our evaluation, reference customers strongly called out PwC’s ability to engage both the C-suite and the technology organization, its focus on the customer’s business success, an organizational structure that makes senior leadership available to clients throughout an engagement, and its ability to hand-hold a customer through very complex implementations. Consider PwC for programs with a broad transformational scope that start with a business problem and involve complex business processes or multiple geographies.

**Strong Performers**

› **DXC Technology is a sleeping giant among Dynamics 365 consultancies.** Formed by the amalgamation of CSC and HPE’s enterprise services business, DXC Technology has grown its Microsoft Dynamics practice to more than 2,000 practitioners worldwide on the back of several acquisitions, including Sable37, eBecs, and EG A/S.³ This strategy of buying into scale has made DXC a formidable competitive presence in most geographies. On the downside, it has yet to help the company land large, transformative deals on the Microsoft stack. In our comparative evaluation DXC had the least number of Dynamics 365 contracts with an annual value of more than $5 million.

Customers referred favorably to DXC’s flexibility in reallocating talent and resources after acquisitions but noted that they have little information about the breadth and depth of the provider’s capabilities, which speaks to its still-evolving market approach. DXC has built a significant amount of IP through industry vertical solutions and cross-industry horizontal accelerators. Many of these accelerators cut across the entire Microsoft business apps stack, such as a preconfigured solution for the bottling industry that covered Dynamics 365, F&O, and PowerBI. Engage DXC to benefit from its scale, accelerators and vertical understanding across verticals, but especially within financial services, retail, and consumer goods.

› **Hitachi Solutions succeeds with a focused approach and global spread.** Hitachi Solutions, another exclusive Microsoft specialist, has been on an acquisition spree. In the past 12 months alone, it has picked up Impelix in Germany and Capax Global in the Americas. Along with
Hitachi Solutions’ already strong focus on Dynamics 365 and on the overall Microsoft business applications stack, these acquisitions add significantly to its local presence in geographies outside of the US and Japan.

The provider's key strength is as an implementation-focused company. Reference customers cite Hitachi Solutions’ “no-surprises” implementation approach. A large part of this delivery predictability stems from the company’s deep technical relationship with Microsoft and its understanding of the Microsoft technology stack. Hitachi Solutions has significant number of Dynamics 365 customers with whom it leverages other elements of the Microsoft stack such as Azure, PowerBI, and the Power Platform within engagements. Customers appreciate the company’s technical depth, localization capabilities, and flexibility as a SI. As Hitachi integrates its acquisitions over the next 12 months, we expect it to deepen its consulting and support capabilities. Consider Hitachi for technically complex implementations and for its broad, balanced expertise across the Dynamics 365 product suite.

› **Infosys has big ambitions and is investing in the future.** Infosys has a renewed focus on the Microsoft business apps stack, increasing the size of its Microsoft Business Applications Services group by 900 people in the past 12 months and setting up a dedicated Microsoft Cloud Practice. This demonstrates a commitment to broader digital transformation on the Microsoft stack that Dynamics 365 is a part of. Infosys’ traditional strengths of offshore, large program management, and the ability to deliver strong technical talent at scale continue to play to its advantage. To supplement its traditional offshore model, Infosys focuses on building onsite delivery and consulting capabilities.

The company’s continued investments in talent, including a traditionally strong focus on knowledge management and learning and development, play to its advantage. As one customer told us: “Lately, Infosys has been getting much better at leveraging its internal knowledge networks around our industry or as it relates to specific solution types.” These capabilities, along with Infosys’ increasing appetite to engage in new, outcome-based commercial models and supporting IP, set it up to do well in this market. Consider Infosys for its delivery strength and experience with program management across large, complex engagements.

› **KPMG excels in consulting-led engagements in finance and the back office.** KPMG was the first big consulting firm to embrace the Dynamics 365 cloud offering. Close to 90% of the firm’s Dynamics business comes from Dynamics 365. This approach has proven a double-edged sword for the company: While it has been able to acquire customers and gain scale, its customers have also suffered through the evolving maturity cycle of the Dynamics 365 product. As one would expect from a Big Four consulting company, KPMG has strong business process depth, domain understanding, and program management, governance, and change management capabilities. This is especially noticeable in domains that are traditional sweet spots for the company, such as finance and back-office transformation, tax, and compliance; the company’s Dynamics talent is significantly stronger on the ERP side.
Where KPMG falters is in its technical execution capabilities. Clients cited several areas of caution: the quality of the firm’s offshore resources, its reliance on the market rather than internal talent for specific technical skills, a preference for heavy customization, and low investments in code quality and delivery excellence. Over the next year, KPMG plans to invest in bringing its “Powered by KPMG” solutions to Microsoft Dynamics. These solutions are already available for other enterprise applications such as SAP and Oracle and provide specific business functionality that sit atop the base product. However, it’s too early to comment on how effective this will be as it relates to Microsoft Dynamics 365, and we did not consider those offerings in this evaluation. Choose KPMG for its business consulting capabilities within its traditional areas of expertise.

Sonata Software surprises with deep capability in specific verticals. Sonata is a midsize service provider with a relatively sharp, domain-centric focus on Dynamics. With close to 1,000 Dynamics consultants on its rolls, Sonata has a depth of expertise in the space that is on par with much larger SIs in the space. In 2018, Sonata invested aggressively in building scale and geographical capabilities through acquisitions such as Sopris (US) and Scalable Data Systems (Australia) and through joint ventures with boutique firms in Denmark and the Middle East and Africa. Sonata focuses on specific verticals: retail and consumer packaged goods, travel, and independent software vendors. Within these verticals, Sonata has built specific service offerings and IP under the Sonata READY brand that embed its business process knowledge and can be deployed on top of the standard Dynamics offering. Reference customers applauded Sonata’s technical understanding of Dynamics applications and proprietary in-house frameworks for application migration and automation. The provider is known for bringing high levels of senior executive attention to projects. Consider Sonata when orchestrating technically complex engagements within the company’s chosen vertical areas of strength.

Contenders

Cognizant excels at driving transformative digital CX. Cognizant has carved out a progressive organizational structure geared toward supporting customers on their digital business journeys. Its focus on customer experience transformation is unique compared with other vendors in this assessment. Cognizant is among the first SIs to take an integrated, strategic view of its relationships with key Microsoft partners such as Adobe. Cognizant extensively uses the Microsoft stack within its own healthcare solutions and products that it sells under the Trizetto brand, as well as within other verticals.

Cognizant differentiates with a strong, coherent strategy around Dynamics 365 CRM as an enabler of CX transformation. However, the company focuses more on customer-facing processes in terms of revenue, talent mix, strategic vision, and investment focus. The acquisitions Cognizant made in 2018, including Advanced Technology Group, digital agency Mustache, and Netcentric, give it an edge in digital design and customer experience and support the company’s strategic focus on digital customer experience transformation through technology. On the other hand, the company
has not invested significantly in strengthening its capabilities on the ERP side of Dynamics 365, which affects its ability to enable business transformation. Consider Cognizant for large CX transformation programs built on Microsoft Dynamics 365 CRM.

› **IBM brings global scale and a focus on emerging technologies.** IBM has a 500-person Dynamics practice within its Global Business Services organization. IBM has the advantages of global spread, flexibility, and an evolved approach to the globally distributed delivery of application development and support projects. However, unlike some of the larger business application suites such as SAP, Oracle or Workday, Microsoft Dynamics does not enjoy a prime seat at the IBM table. This reduced focus affects IBM’s ability to fully unlock the transformative potential of Dynamics 365. The clients that can get the best out of IBM are the ones that have an existing relationship with IBM and know how to manage it, rather than the other way around.

IBM leads with its approach to next-generation capabilities such as AI, machine learning, the internet of things, and bots. Its well-established discipline of design thinking practices and the Watson portfolio play to its advantage. Reference customers said that IBM has good technical skills around Dynamics but expressed concern about low levels of innovation, limited technical capabilities around components of the broader stack like Azure, technical aspects of the solution such as integration with external systems, and internal bureaucracy at IBM. Look to IBM for business situations that call to leverage Watson’s capabilities and IBM-native next-generation technologies within Dynamics 365 engagements.

› **Tata Consultancy Services is a large, pragmatic SI with strong cost advantages.** TCS is the giant of offshore delivery, and its Microsoft Dynamics business counts many large enterprises on its roster. However, TCS has a relatively small Dynamics 365 business and few large implementations. Within this, TCS’s client roster skews heavily toward CRM deployments.

Clients value TCS for price competitiveness, flexibility, solution implementation and support capabilities, a highly structured approach to project management and staffing, and the willingness to reuse domain-specific code and technical artifacts across similar deployments to support delivery efficiency. However, TCS rated low on its ability to deliver strong business consulting at senior levels of the client organization and to drive broader, high-impact digital transformation. TCS is one of the few large providers willing to take on implementation and migration projects involving flavors of Dynamics for small and medium-size businesses, such as Navision. Clients should consider TCS for its spread of offerings, prodigious offshore scale, and strength in application maintenance and support services.

› **Wipro drives value through service delivery, innovation, and automation.** Wipro has a midsized Dynamics 365 business that focuses on CRM. Wipro is unique in that it has one of the largest portfolios of application migrations to Dynamics 365 among the vendors that we evaluated. What differentiates Wipro is its nerdy focus on solution development and delivery excellence. Its Dynamics business continues to reinvest the highest percentage of revenue into R&D and solution development.
The 2016 acquisition of Appirio gave it a strong backbone for delivering SaaS engagements, but Wipro has taken this a few steps further by innovating on new capabilities such as CMC, an end-to-end DevOps platform focused on Dynamics. Wipro has a well-developed approach to delivery automation, with an enterprise-wide commitment to have at least 10% of its delivery effort come through automation and bots, and extends this to innovative ways of deploying talent within engagements. Its 2016 acquisition of TopCoder has allowed it to build an enterprise-wide platform for crowdsourcing technical talent. Wipro estimates that around 40% of its Dynamics 365 client base benefits from these delivery enhancers. Consider Wipro for its strength in cloud, delivery predictability, and focus on driving automation within large, globally distributed implementations.

Evaluation Overview

We evaluated vendors against 23 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 breadth of services, customer results and business outcomes, public digital transformation proof points, service delivery approach and tools, and Microsoft Dynamics 365 product capabilities.

› **Strategy.** Placement on the horizontal axis indicates the strength of the vendor’s strategy. We evaluated vision, market approach, innovation road map, the depth of the vendor’s partnership with Microsoft, and the level of commercial model innovation.

› **Market presence.** Represented by the size of the markers on the graphic, our market presence scores reflect each vendor’s Microsoft Dynamics 365 customer base, the number of large Microsoft Dynamics 365 projects (with annual billing of above $5 million), and total revenue from Microsoft Dynamics 365.

Vendor Inclusion Criteria

Forrester included Microsoft Dynamics 365 service providers in the assessment: Avanade, Cognizant, DXC Technology, HCL Technologies, Hitachi Systems, IBM, Infosys, KPMG, PwC, Sonata Software, Tata Consultancy Services, and Wipro. Each of these providers has:

› **A scaled-up Microsoft Dynamics 365 business.** Each provider had a total Microsoft Dynamics 365 services business revenue of at least $40 million in 2018 and a minimum of 1,000 full-time Microsoft Dynamics consultants.

› **A global business with cross-industry capabilities.** The vendor has at least 20 Microsoft Dynamics clients with $1 billion in revenue, with a globally distributed client base, representing a wide range of industry verticals.

› **Demonstrated interest from Forrester’s clients.** Forrester clients regularly consider this provider for Microsoft Dynamics 365 work across business consulting, implementation, and support.
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.

**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.

**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.

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 February 12, 2019 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™ 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.

**Endnotes**

1. Microsoft’s vision includes the Common Data Model to link data across partner apps, LinkedIn's social graph, Power Platform components like PowerBI for analytics, and low-code tools like PowerApps and Flow for business users to build business apps and automate workflows. This makes it easier for large enterprises to integrate business flows across customer-facing processes, core operations, and business silos.


4. In February 2019, IBM announced the availability of Watson capabilities on other clouds such as Azure and Amazon Web Services. This is a positive development, as it makes it easier for IBM to bring its innovative AI and machine learning capabilities to clients within Dynamics 365 engagements.
We work with business and technology leaders to develop customer-obsessed strategies that drive growth.

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