ISG Provider Lens®

Manufacturing Industry Services and Solutions —

Mid-tier and Specialist IT Firms

A research report comparing provider strengths, challenges and competitive differentiators

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Introduction

Global manufacturing in 2025 is shaped by unprecedented complexity, with leaders navigating a landscape of operational, political and economic pressures. The major challenges are centered on trade and tariffs, geopolitical tensions, nearshoring strategies and supply chain fragility, all of which significantly impact how manufacturers operate and compete on a global scale. Industries that are deeply integrated into cross-border supply chains, especially automotive, fabricated metals, and electrical equipment, are facing substantial tariff burdens that necessitate shifts in supply chain and production planning.

The increasing complexity of regulations across regions amplifies costs and hinders efficiency. Conflicting compliance regimes affect everything from product standards to digital security. In response, manufacturers are focusing on cross-border collaboration, regulatory harmonization and predictive scenario planning to mitigate potential shocks. The ability to pivot swiftly has become a primary competitive advantage.
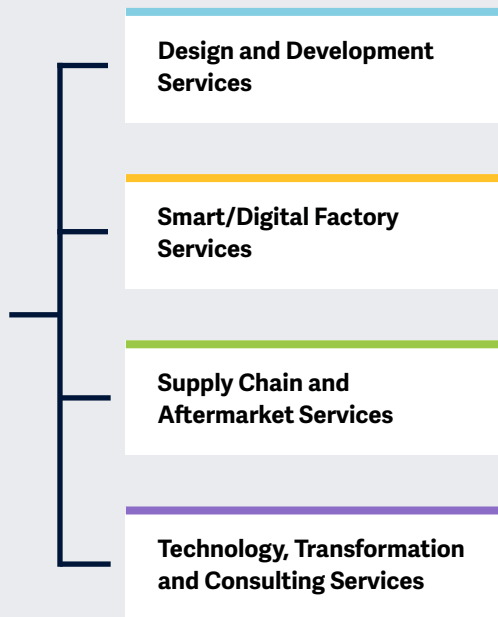
Moreover, companies are investing in digital supply chain management tools, including AI, predictive analytics and blockchain, to improve transparency and flexibility. Investments in automation, cloud-based management and cross-border digital tools are making regional manufacturing models more viable, despite ongoing challenges related to skilled talent and infrastructure gaps.

Manufacturers must adapt to a landscape marked by volatile trade policies, fragmented geopolitics, shifting production geographies and persistent supply chain stress. Resilience, digital transformation and proactive risk management are essential to maintaining competitiveness and achieving sustainable growth in the face of these interconnected challenges.

This study explores the challenges faced by the **manufacturing industry and assesses provider capabilities** to address enterprise needs.

Simplified Illustration Source: ISG 2025

Design and Development Services

Smart/Digital Factory Services

Supply Chain and Aftermarket Services

Technology, Transformation and Consulting Services

Definition

The ISG Provider Lens® Manufacturing Industry – Services and Solutions 2025 – Mid-tier and Specialist IT Firms study offers the following to business and IT decision makers:

- Transparency on the strengths and weaknesses of relevant providers
- A differentiated positioning of providers by segments on their competitive strengths and portfolio attractiveness
- Focus on the global market

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

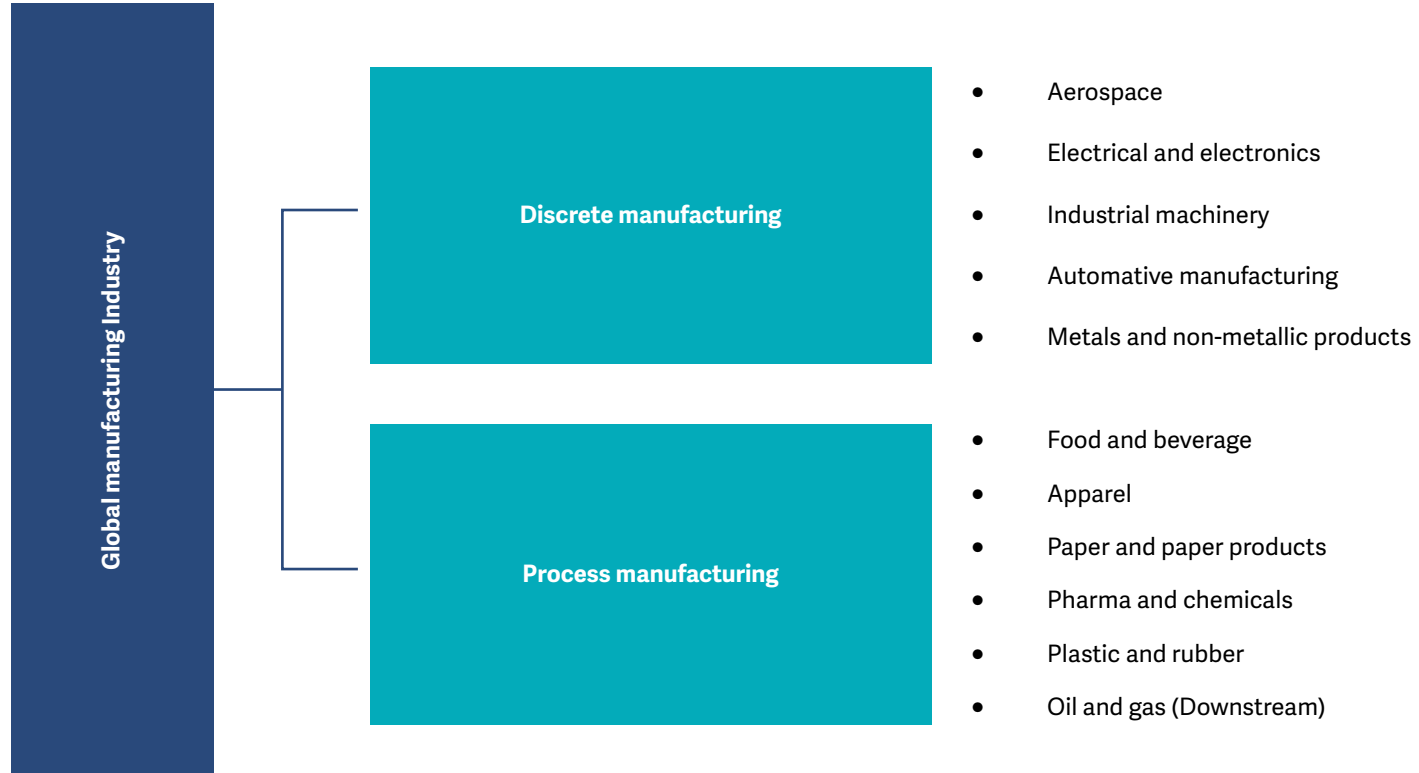**Mid-tier IT Firms/Specialists:**

Mid-tier IT firms generate less than $3 billion in revenue and typically specialize in 2-3 verticals where they hold strong capabilities and significant revenue share. These providers adopt an agile and flexible approach, making them well-suited to serve both large enterprises and mid-market clients with tailored, industry-specific solutions. They also have strong inherent capabilities and heritage in engineering services. This combination of domain expertise, flexibility, and a strong focus on innovation positions them as effective partners for businesses seeking to implement cutting-edge technologies with a faster, more agile approach.

Specialists are service providers uniquely positioned due to their niche capabilities, which are either deeply embedded in specific verticals (e.g., healthcare, financial services) or concentrated on specialized service areas like AI and analytics. Typically, these providers focus intensely on 2-3 verticals where they hold a significant market share and expertise, allowing them to deliver highly tailored and innovative solutions. Specialists leverage their agility and flexibility to serve both large and mid-market enterprises. Their approach emphasizes solution-based problem-solving, making them highly responsive to the specific needs of their clients.

Manufacturing Industry Structure

Global manufacturing Industry

Discrete manufacturing

- Aerospace
- Electrical and electronics
- Industrial machinery
- Automative manufacturing
- Metals and non-metallic products

Process manufacturing

- Food and beverage
- Apparel
- Paper and paper products
- Pharma and chemicals
- Plastic and rubber
- Oil and gas (Downstream)

Blueprint* – Manufacturing Industry

Vertical axis labels (left bars):
- Innovation (IP – Accelerators)
- Partnerships (Tiers – Types)
- Competency and Talent (Resources – Certifications)
- Industry Focus and Alignment
- Experience and Engagement

Design and Development Services

Capabilities

| R&D | Production | Product Lifecycle Management | CX Design | Product Design | Risk and Regulatory Management | Control Systems | CRM/Product Configurator |

Supply Chain and Aftermarket Services

Capabilities

| Warehouse Management | Procurement | Contracts Management | Demand Planning | Control Tower | Planning and Scheduling | Warranty and Repairs | Field Management Services |

Smart/Digital Factory Services

Capabilities

| R&D | Production | Manufacturing Operations | Automation Services | IT/OT | Digital Twin/Digital Thread | MOM/MES Systems | Cloud | AI/Gen AI, ML, Blockchain |

Industry Transformation and Consulting

Capabilities

| AI/GenAI Strategy | Sales and Marketing | Finance and HR | Quality Control | ERP | Digital Transformation | Cloud Computing | Cost Optimization | Tech Integration | Digitization |

*Non-exhaustive

Design and Development Services

Definition

This quadrant focuses on services and solutions that help manufacturing companies with the entire production process, including design, material identification, operating condition determination, quality management and compliance/testing. It highlights the importance of partnering with OEMs, original design manufacturers (ODMs), semiconductor manufacturers and ISVs to facilitate the design of new products and PoCs. The quadrant also covers PLM, rapid prototyping, adoption of digital twins and software testing.

As product lifecycles shorten due to changing customer preferences, technological advancements and market demands, product design and development companies must enhance their adaptability and responsiveness to accelerate the development cycle. Additionally, there is a need for effective collaboration among stakeholders in design, engineering, manufacturing and production. Companies should also leverage digital twins to create virtual models of physical assets, enabling improved monitoring, simulation and analysis.

Eligibility Criteria

1. **Support product/service combinations**, develop digital business platforms and enhance capabilities for new product/service/business design and development

2. **Offer a combination (if not all)** of the following to enterprises **across the value chain**, with expertise globally

   • PLM services

   • Product strategy and design

   • CX design (UI/UX, industrial, service and interaction)

   • CRM/product configurator

   • Embedded software

   • Control systems

   • Data management and analytics

   • Cybersecurity

   • Electronic design automation

   • Risk and regulatory management

   • Quality management

3. **Support agile, continuous and rapid development**, CI/CD, and continuous testing unit and integration

4. Have expertise in **digital technology**, including digital twins, rapid prototyping, autonomous and continuous testing, and quality management through platforms/solutions/testbeds, PLM and data-and model-driven engineering

5. **Integrate next-gen technologies**, including automation, analytics, IoT, AI/GenAI, cybersecurity, cloud, AR/VR/MR, additive manufacturing and blockchain

6. **Have partnerships** with industry associations, regulatory bodies, technology firms and manufacturing startups

7. **Have referenceable case studies** for services and solutions across the value chain in key areas such as **AI, GenAI and other new-age technologies**

Smart/Digital Factory Services

Definition

This quadrant focuses on services and solutions that help manufacturing companies drive their digital transformation journey, including asset management, manufacturing execution systems (MES) and quality management. It also covers solutions that facilitate Industry 4.0 concepts, including virtual factories and model plants. These solutions leverage technologies such as 5G, robotics, AI, digital twins, cybersecurity, IoT, computer vision and edge computing to optimize shop floor or factory operations. Digital or smart manufacturing solutions help companies improve efficiency, manage costs, make quicker and more informed decisions, monitor production performance and predict maintenance.

Smart manufacturing solutions also help companies implement their strategies from the boardroom to the shop floor. As manufacturers navigate challenges such as obsolete networks and infrastructure, fragmented OT and IT layers, data silos and limited collaboration between IT and operations, a clear smart manufacturing strategy can streamline shop floor operations.

Eligibility Criteria

1. **Drive stakeholder engagement and analyze data**, leveraging OT and IT expertise

2. **Apply best practices and solutions** in various manufacturing industries

3. Provide examples that **align supply chain and factory** operations with clients' smart manufacturing initiatives to drive operational agility

4. Have offerings in **at least three areas** below

   - Asset performance management
   - Asset lifecycle management
   - Digital EAM solutions based on AI and ML
   - Work and labor management, including health, safety and environment (HSE)
   - Manufacturing operations management (MOM) systems
   - Manufacturing execution systems (MES)
   - Fulfillment execution systems
   - Shop floor incident reporting systems
   - Shop floor analytics
   - Predictive maintenance
   - Connected assets
   - Private 5G and other networks
   - Remaining useful life estimation
   - Failure impact prediction
   - OT security/cybersecurity services

5. Have expertise in **next-gen technologies** — automation, analytics, IoT, AI, cybersecurity, cloud and blockchain

6. Have **partnerships** with industry associations, regulatory bodies, technology firms and manufacturing startups

7. **Have referenceable case studies** for services/solutions across the value chain in key areas such as **AI, GenAI and other new-age technologie**s

Supply Chain and Aftermarket Services

Definition

This quadrant focuses on services and solutions that help companies manage procurement, warehousing, inventory, fulfilment and transportation/logistics from a supply chain perspective, as well as spare parts management, field operations, end-of-life services, and warranty and guarantee services in the aftermarket space. Many manufacturing companies are increasingly investing in blockchain, automation, AI/GenAI, intelligent workflows, partner ecosystems and sustainability initiatives to optimize both supply chain and aftermarket operations.

Manufacturers are increasingly prioritizing automation in supply chain, procurement and aftermarket processes. With rapid technological advancements, the manufacturing industry is experiencing the rise of new business models, such as service lifecycle management and subscription services. Manufacturing companies need to optimize the use of AI and ML to enhance personalized customer services, improve decision-making and drive end-to-end digitalization, thereby augmenting user and customer experiences across online and mobile platforms.

Eligibility Criteria

1. Experience in **supply chain and aftermarket** consulting and implementation

2. Successful **supply chain and aftermarket projects** with at least two to three manufacturing firms

3. Offerings **in more than two to three areas** listed below:

   - Warehouse management
   - Logistics and transportation management systems
   - Purchasing
   - Shipping
   - Traceability
   - Scheduling
   - Order management
   - Control tower
   - Forecasting
   - Demand planning
   - Materials management
   - Third-party risk management
   - Supply chain and procurement optimization
   - Supply chain segmentation
   - Supply chain planning and BPO
   - Sustainability solutions in procurement and supply chain
   - Controls management
   - Warranty management
   - Analytics and reporting
   - Field management services
   - Inventory optimization
   - Spare parts and sales
   - Pricing management
   - Contract management
   - CX/UX
   - Service information systems
   - Remote troubleshooting tools
   - Reverse logistics

4. Expertise in **next-gen technologies** — automation, analytics, IoT, AI, cybersecurity, cloud and blockchain

5. **Partnerships** with industry associations, regulatory bodies, technology firms and manufacturing startups

6. **Referenceable case studies** for services and solutions across the value chain in key areas such as **AI, GenAI and other new-age technologies**

Technology, Transformation and Consulting Services

Definition

This quadrant assesses providers that offer consulting and digital transformation solutions and services that help manufacturing companies modernize their IT infrastructure, streamline operations, improve efficiency and support business transformation initiatives. These services include application development and maintenance (ADM), infrastructure services (data center, cloud, network, workplace and cybersecurity) and systems integration for new applications across the value chain. By leveraging these services, manufacturing companies can increase efficiency, ensure compliance, reduce costs, optimize assets and maximize customer satisfaction.

IT consulting and solutions in the manufacturing industry use data, cloud and AI to improve efficiency and CX. Manufacturing firms aim to achieve transformation by simplifying processes and undergoing extensive reengineering, using digital tools and methodologies that align with their strategic objectives to improve revenue, optimize costs, achieve operational excellence and enhance business process efficiency.

Eligibility Criteria

1. Initiatives in **business and operations strategy**, change management and end-to-end transformation

2. Experience in **reorganizing IT operating models** to align with changing business demands (GCCs, nearshoring, offshoring, agility and others)

3. **Ability to offer a combination (if not all)** of the following to enterprises across the value chain, with expertise globally

   - Net zero and decarbonization strategy
   - Regulatory, compliance and market design advisory
   - Digital strategy and road map development
   - Cloud migration and infrastructure modernization
   - Enterprise data management and analytics platforms
   - AI and ML integration
   - Workforce digital enablement solutions
   - Change management
   - Training, onboarding and knowledge automation
   - GenAI for digital twin and asset optimization
   - Blockchain for energy trading
   - ERP
   - M&A advisory
   - Operational consulting
   - Robotics and automation
   - Industry 4.0 initiatives (IT/OT integration)
   - Cybersecurity and OT security

4. **Partnerships** with industry associations, regulatory bodies, technology firms and manufacturing startups

5. **Experience in large transition projects** that include post-merger integration, business transformation and cybersecurity

6. **Referenceable case studies** for services/solutions across the value chain in key areas such as **AI, GenAI and other new-age technologies**

Quadrants by Region

As a part of this ISG Provider Lens® quadrant study, we are introducing the following four quadrants on Manufacturing Industry Services and Solutions – Mid-tier and Specialist IT Firms:

Quadrant	Global
Design and Development Services	✔
Smart/Digital Factory Services	✔
Supply Chain and Aftermarket Services	✔
Technology, Transformation and Consulting Services	✔

Key characteristics of the proprietary framework:

- Encapsulates what enterprises are doing across the ISG Provider Lens®™ Manufacturing Industry – Services and Solutions 2025 – Mid-tier and Specialist IT Firms market study and helps connect them to digital solutions
- Represents the entire value chain of supply and demand within the market
- Inner tiles represent themes of enterprise objectives
- Outer tiles represent initiatives
- Behind each outer tile is a specific set of capabilities, with unique market leading providers and solutions
- Green tiles represent where an ISG Software Research will produce a Buyers Guide in 2025

The research phase falls in the period between July and November 2025, during which survey, evaluation, analysis and validation will take place. The results will be presented to the media in January 2026.

Milestones	Beginning	End
Survey Launch	July 29, 2025	
Survey Phase	July 29, 2025	August 25, 2025
Sneak Preview	November 2025	
Press Release & Publication	January 2026	

Please refer to the **ISG Provider Lens® 2025** research agenda to view and download the list of other studies conducted by ISG Provider Lens.

Access to Online Portal

You can view/download the questionnaire from here using the credentials you have already created or refer to instructions provided in the invitation email to generate a new password. We look forward to your participation!

Buyers Guide

ISG Software Research, formerly "Ventana Research," offers market insights by evaluating technology providers and products through its Buyers Guides. The findings are drawn from the research-based analysis of product and customer experience categories, ranking and rating software providers and products to help facilitate informed decision-making and selection processes for technology.

In the course of the Manufacturing Industry – Services and Solutions 2025 – Mid-tier and Specialist IT Firms IPL launch, we want to take advantage of the opportunity to draw your attention to related research and insights that ISG Research will publish in 2026. For more information, refer to the Buyers Guide research schedule.

Research Production Disclaimer:

ISG collects data for the purposes of writing research and creating provider/vendor profiles. The profiles and supporting data are used by ISG advisors to make recommendations and inform their clients of the experience and qualifications of any applicable provider/vendor for outsourcing the work identified by clients. This data is collected as part of the ISG FutureSource™ process and the Candidate Provider Qualification (CPQ) process. ISG may choose to only utilize this collected data pertaining to certain countries or regions for the education and purposes of its advisors and not produce ISG Provider Lens® reports. These decisions will be made based on the level and completeness of the information received directly from providers/vendors and the availability of experienced analysts for those countries or regions. Submitted information may also be used for individual research projects or for briefing notes that will be written by the lead analysts.

ISG Star of Excellence™ – Call for nominations

The Star of Excellence™ is an independent recognition of excellent service delivery based on the concept of "Voice of the Customer." The Star of Excellence™ is a program, designed by ISG, to collect client feedback about service providers' success in demonstrating the highest standards of client service excellence and customer centricity.

The global survey is all about services that are associated with IPL studies. In consequence, all ISG Analysts will be continuously provided with information on the customer experience of all relevant service providers. This information comes on top of existing first-hand advisor feedback that IPL leverages in context of its practitioner-led consulting approach.

Providers are invited to nominate their clients to participate. Once the nomination has been submitted, ISG sends out a mail confirmation to both sides. It is self-evident that ISG anonymizes all customer data and does not share it with third parties.

It is our vision that the Star of Excellence™ will be recognized as the leading industry recognition for client service excellence and serve as the benchmark for measuring client sentiments.

To ensure your selected clients complete the feedback for your nominated engagement please use the Client nomination section on the Star of Excellence™ website.

We have set up an email where you can direct any questions or provide comments. This email will be checked daily, please allow up to 24 hours for a reply.

Here is the email address:
star@cx.isg-one.com

ISG Star of Excellence

Methodology & Team

The ISG Provider Lens® 2025 – Manufacturing Industry Services and Solutions – Mid-tier and Specialist IT Firms research study analyzes the relevant software vendors/service providers in the global 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 study will include data from the ISG Provider Lens® program, ongoing ISG Research programs, interviews with ISG advisors, briefings with service providers and analysis of publicly available market information from multiple sources. ISG recognizes the time lapse and possible market developments between research and publishing, in terms of mergers and acquisitions, and acknowledges that those changes will not reflect in the reports for this study.

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

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ISG Provider Lens® Advisors Involvement Program

ISG Provider Lens® offers market assessments incorporating practitioner insights, reflecting regional focus and independent research. ISG ensures advisor involvement in each study to cover the appropriate market details aligned to the respective service lines/technology trends, service provider presence and enterprise context.

In each region, ISG has expert thought leaders and respected advisors who know the provider portfolios and offerings as well as enterprise requirements and market trends. On average, three advisors participate as part of each study's quality and consistency review team (QCRT). The QCRT ensures each study reflects ISG advisors' experience in the field, which complements the primary and secondary research the analysts conduct. ISG advisors participate in each study as part of the QCRT group and contribute at different levels depending on their availability and expertise.

The QCRT advisors:

- Help define and validate quadrants and questionnaires,
- Advise on service provider inclusion, participate in briefing calls,
- Give their perspectives on service provider ratings and review report drafts.

ISG Advisors to this study

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Director, Manufacturing

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Rajeev Chatrath

Principal Consultant

Dorotea Baljević

Director, Engineering Services

Invited Companies

If your company is listed on this page or you feel your company should be listed, please contact ISG to ensure we have the correct contact person(s) to actively participate in this research.

Accso	BlueBinaries	EDAG	Hexaware
ACL Digital	CENIT	eInfochips	Hitachi Digital Services
adesso SE	Centum Electronics	ELEKS	Infogain
All For One Group	Ciklum	Encora	Innominds
Allied Digital	CMIT Solutions	Endava	Innova Solutions
Altia	CMS IT Services	Engineering Industries eXcellence	Innover
Altimetrik/SLK	Coforge	EXL	Inspirage
amplimind	Cognisys	Expleo	Intelizign
AND Digital	Cognitus	Firstsource	Intellias
AsInt	Convista	FORCAM	ITC Infotech
AXISCADES	Cyient	FPT Software	Itransition
Bertrandt	Datamatics	Globant	JIT Team
BIP Group	Delaware	Happiest Minds	Kongsberg Digital
Birlasoft	Devoteam	HARMAN	KPIT

Invited Companies

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LatentView Analytics	Ness Digital Engineering	Shift5	Unisys
LeverX	N-iX	Siemens Advanta	UST
LTTS	NOYNIM IT Solutions	SII	Valcon
Mastek	Ntiva	Softdel	Virtusa
Meriplex	Orion Innovation	Softtek	VVDN technologies
Metafyre	Perficient	Sonata Software	WNS
MHP	Persistent Systems	Stefanini	Xoriant
Microland	Prescient Solutions	Synoptek	Zensar Technologies
Motherson Technology Services	Qualitest	Syntax	
Movate	Quest Global	Tata Elxsi	
Mphasis	Randstad Digital	Tata Technologies	
Myntex	Reply	TechEdge	
Nagarro	Sasken Technologies	Thoughtworks	
NCS Group	ScienceSoft	Tietoevry	

About Our Company & Research

ïSG 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.

ïSG 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.

ISG offers research specifically about providers to state and local governments (including counties, cities) as well as higher education institutions. Visit: Public Sector.

For more information about ISG Research™ subscriptions, please email contact@isg-one.com, call +1.203.454.3900, or visit research.isg-one.com.

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ISG (Nasdaq: III) is a global AI-centered technology research and advisory firm. A trusted partner to more than 900 clients, including 75 of the world's top 100 enterprises, ISG is a long-time leader in technology and business services sourcing that is now at the forefront of leveraging AI to help organizations achieve operational excellence and faster growth.

The firm, founded in 2006, is known for its proprietary market data, in-depth knowledge of provider ecosystems, and the expertise of its 1,600 professionals worldwide working together to help clients maximize the value of their technology investments.

For more information, visit isg-one.com.

ISG Provider Lens®

JULY, 2025

BROCHURE: MANUFACTURING INDUSTRY SERVICES AND SOLUTIONS – MID-TIER AND SPECIALIST IT FIRMS