

Enterprise Service Management — Services

A report on providers shaping AI-first, architecture-led
ESM as intelligent enterprises' operating fabric



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Enterprise service management (ESM) is entering a pivotal phase of evolution from its roots as an ITSM-centric discipline into a foundational operating fabric for intelligent enterprises. This shift represents the transition from enterprise IT to enterprise AI, where service management becomes the connective layer across business, corporate and technology portfolios, unified by shared governance, data and automation. ESM is no longer defined by workflows or tickets alone; it is increasingly the mechanism through which enterprises design, integrate and optimize services at scale.

The ESM Services Study 2026 examines how providers are enabling this transformation across three core service portfolios: ESM Consulting and Advisory Services, ESM implementation and Integration Services and ESM Managed Services for Converged IT and Business Ops. Enterprises are extending traditional ITSM into a broader digital operations layer, integrating cloud, observability, service orchestration, automation and AI-enabled service management. Providers are turning advisory, engineering and

run-state capabilities into cohesive advice-build-run models supported by enterprise architecture, composable integration and intelligent operations.

The market is moving toward outcome based, AI powered enterprise services. As ESM expands beyond IT into organizational and business functions, enterprises are pursuing pan enterprise initiatives to establish a unified intelligence fabric and a One AI operating state governed across process, data and platforms. This study evaluates providers' ability to drive this paradigm shift, connecting strategy, engineering and operations to deliver resilient, scalable and future ready enterprise service ecosystems.



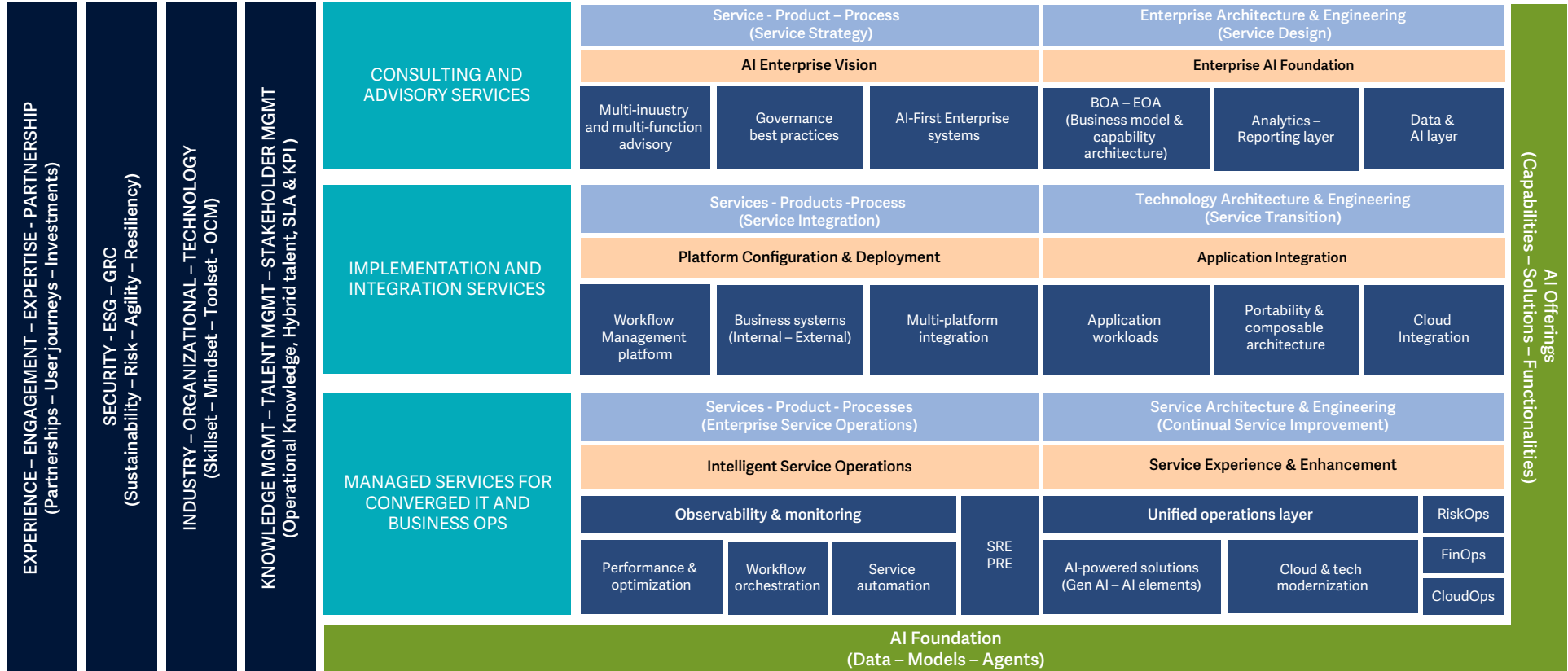
ESM Services — 2026

CORNERSTONES

QUADRANTS

SERVICE FOCUS

ENGINEERING FOCUSED



AI Offerings (Capabilities – Solutions – Functionalities)



This **ESM services** study examines AI enabled, architecture led ecosystems driving intelligent, outcome based enterprise services.

Consulting and Advisory Services

Implementation and Integration Services

Managed Services for Converged IT and Business Ops

Simplified Illustration Source: ISG 2026

The ISG Provider Lens® Enterprise Services Management — Services 2026 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 U.S. 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.



Consulting and Advisory Services

Definition

This quadrant evaluates service providers on their ability to define, architect and guide enterprise-wide service transformation across business, corporate and technology portfolios. Providers in this quadrant combine strategic advisory excellence with modern service management practices to help enterprises achieve agility, operational resilience and AI-driven modernization.

The quadrant emphasizes service strategy, including multi industry advisory, governance frameworks and AI-first enterprise systems, while integrating robust service design and engineering capabilities. Providers must demonstrate strength in enterprise architecture, BOA-EOA frameworks, analytics and reporting layers, and data and AI foundations to build scalable, intelligent and future-ready service ecosystems.

By aligning strategy, design thinking and advanced AI engineering, these providers enable sustainable enterprise transformation and measurable business value.

Eligibility Criteria

1. Demonstrate capability in multi industry and **multi-function consulting**, guiding organizations in enterprise service strategy, operating model design and transformation roadmaps
2. Proven experience in applying **ITIL, governance frameworks and risk, security and compliance models** to drive service consistency and operational excellence
3. Strong credentials in embedding **AI-driven automation, predictive intelligence, workflow orchestration** and AI enabled decision support across enterprise services
4. Ability to design and implement **BOA-EOA architectures**, scalable service blueprints and modular service models aligned to business and technology needs
5. Expertise in building analytics platforms, reporting layers, **AI and ML models and data governance structures** to deliver real-time visibility and actionable insights
6. Experience modernizing platforms through **cloud, DevOps**, microservices and integration of digital, ITSM/ESM and enterprise platforms
7. Showcase efficiency gain, **cost optimization, automation benefits** and measurable improvements in service performance and CX



Implementation and Integration Services

Definition

This quadrant evaluates service providers on their ability to deliver seamless enterprise service implementation, system integration and service transition across business, corporate and technology portfolios. Providers in this quadrant must demonstrate strong capabilities in configuring workflow platforms, integrating internal and external business systems and enabling interoperability across hybrid, multicloud and on premise environments.

The quadrant examines service transition and engineering competencies, including application workload orchestration, portability and composable architecture design that supports modular, scalable and reusable components. Providers must further showcase expertise in cloud integration, ranging from cloud-native migration to hybrid and

multicloud enablement, ensuring secure, high-performance and future-ready enterprise systems. By combining technical integration, automation engineering and cloud-first modernization, these providers enable resilient, connected and scalable digital ecosystems.

Eligibility Criteria

1. Proven capability in deploying **workflow management platforms** and integrating internal and external business systems for unified service operations
2. Ability to integrate across **cloud, on premises, SaaS and third party platforms**, ensuring seamless enterprise connectivity
3. Showcase strength in **engineering modular, portable and reusable application components** supporting scalable enterprise ecosystems
4. Demonstrate experience in orchestrating workloads across **cloud, hybrid and edge environments** for high availability and reliability
5. Expertise in **cloud-native development, hybrid/multicloud integration** and **secure transition** of enterprise workloads
6. Use of **APIs, DevOps pipelines, CI/CD automation** and **event-driven architecture** to accelerate deployment and integration
7. Capabilities in **AI- and ML-driven workflows, predictive analytics** and **zero-touch orchestration** to enhance enterprise automation and system resilience



Managed Services for Converged IT and Business Ops

Definition

This quadrant evaluates providers on their ability to deliver unified, intelligent and resilient operations across IT and business functions. They must excel in enterprise service operations, enabling performance optimization, observability, workflow orchestration and automation-driven service management. Their capabilities must support intelligent service operations through Service Reliability Engineering (SRE)/Platform Reliability Engineering (PRE) practices, ensuring reliability, scalability and proactive fault resolution across enterprise ecosystems.

The quadrant assesses continuous service improvement through AI-powered solutions, predictive and prescriptive analytics and automated decision intelligence. Providers must demonstrate strength in cloud and technology modernization, supporting cloud-native platforms, hybrid IT and application modernization initiatives. By integrating AI-driven automation, cloud transformation and operational intelligence, providers enable future-ready, converged IT and business operations.

Eligibility Criteria

1. Proven ability to deliver high-performance operations through **real-time monitoring, observability, optimization and proactive resource management** across IT and business services.
2. Demonstrate **AI-driven automation, ITSM orchestration and self-healing workflows** to enhance operational efficiency and reduce reliance on manual intervention.
3. Experience implementing **SRE and production readiness engineering practices** to ensure scalability, fault tolerance and continuous availability.
4. Integrate **GenAI, AI, predictive analytics and anomaly detection** to improve decision-making, operational intelligence and performance optimization.
5. Expertise in **cloud-native architectures, platform modernization, multi-cloud/hybrid management and agile IT frameworks** to support converged operations.
6. Demonstrate strong capabilities in **cloud financial governance**, cost optimization, risk management, regulatory compliance and secure cloud operations.
7. Showcase outcomes in **service reliability, efficiency gains, automation-led improvements** and business continuity across enterprise environments.



Quadrants by Region

As a part of this ISG Provider Lens® quadrant study, we are introducing the following three quadrants in the Enterprise Service Management — Services 2026 study:

Quadrant	U.S.
Consulting and Advisory Services	✓
Implementation and Integration Services	✓
Managed Services for Converged IT and Business Ops	✓



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

Milestones	Beginning	End
Survey Launch	16 Apr 2026	
Survey Phase	16 Apr 2026	15 May 2026
Sneak Preview	Aug 2026	Sep 2026
Press Release & Publication	Sep 2026	

Please refer to the [ISG Provider Lens® 2026 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 Enterprise Service Management – Services 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



The ISG Provider Lens® 2026 – Enterprise Service Management – Services research study analyzes the relevant software vendors/ service providers in the U.S. market, based on a multi-phased research and analysis process, and positions these providers based on the ISG Research methodology.

Study Sponsor:

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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.



Contacts For This Study

Study Sponsor



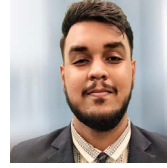
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**Senior Project
Manager**



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 consultant advisors participate as part of each study's quality and consistency review process.

The consultant advisors ensure 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 consultant advisors' group and contribute at different levels depending on their availability and expertise.

The consultant 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



Bill
Huber

**Partner, Digital
Platforms and Solutions**



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.

* Rated in previous iteration

Accenture*	Epicor*	LTIMindtree*	Unisys*
Advance Solutions*	Eviden (Atos Group)*	Maryville Consulting Group*	Unit4*
Aspire Systems*	EXL*	Mastek*	United Layer*
Atos	EY*	Movate*	UST*
Avaso	Flycast Partners*	Mphasis*	Virtusa*
Birlasoft*	Fujitsu*	NewRocket	Wipro*
Capgemini*	Genpact*	NTT DATA*	World Wide Technology*
Cask*	HCLTech*	Persistent Systems*	Zensar Technologies*
CGI*	Hexaware*	PWC*	
Cognizant*	IBM	Rackspace Technology*	
CompuCom*	Infosys*	RightStar*	
Cprime	INRY *	SAIC*	
Deloitte*	Insight*	TCS*	
DXC Technology*	KPMG*	Tech Mahindra*	
EPAM Systems*	Kyndryl*	Trianz*	



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](#).

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.

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.





APRIL, 2026

BROCHURE: ENTERPRISE SERVICE MANAGEMENT — SERVICES