

Future of Work — Services

A research guide to evaluate providers' strengths, challenges and differentiators in the digital workplace



Introduction	3	Contacts for this Study	14
About the Study		Advisor Involvement	
Quadrants Research	4	Advisor Involvement - Program	15
Definition	5	Description	15
Quadrants by Regions	9	Advisory Team	15
ISG's Future of Work Framework	10	Invited Companies	16
Schedule	11	About our Company & Research	20
Client Feedback			
Nominations	12		
Methodology & Team	13		

Hybrid work continues to evolve. What started as a location-based concept is increasingly becoming a model of human-AI collaboration, where AI assistants augment everyday work. Modern work now spans interconnected physical and digital environments, as well as the human workplace, where trust, skills and psychological safety are essential for employees to accept, adopt and effectively use AI-enabled capabilities. As a result, productivity, collaboration and EX are shaped as much by human readiness as by technology, requiring an orchestrated approach rather than isolated tools or point solutions.

Devices, connectivity and basic support services remain foundational, but they no longer define differentiation or long-term value. Competitive advantage now stems from the orchestration that delivers consistent, secure and sustainable work experiences.

Collaboration and communication platforms have become the primary interface for work, shaping how employees meet, share, decide and interact. With AI embedded into meetings, messaging, content and workflows, enterprises evaluate initiatives by adoption, effectiveness and experience — not just by deployment of technology.

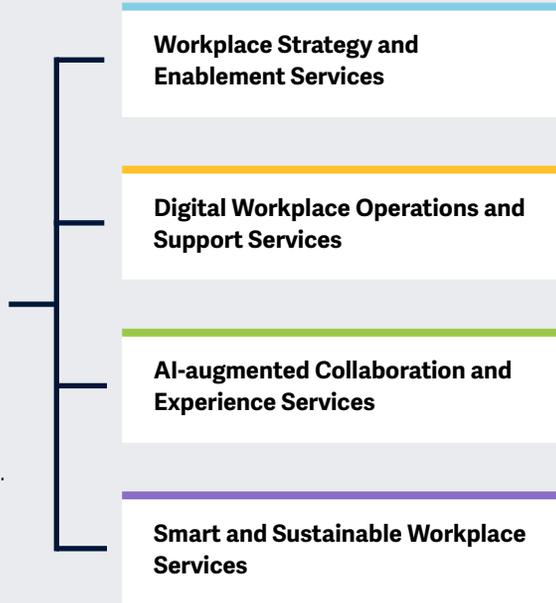
While traditional digital workplace services are highly mature, differentiation increasingly arises from experience management, AI augmentation, sustainability integration, and the ability to align human, digital and physical workplace dimensions.

This study examines how service providers address these challenges across four distinct yet interconnected service domains, reflecting the evolving nature of digital work and enterprise expectations in the age of AI.



This study evaluates providers' capabilities in delivering key **future of work services** across different regions.

Simplified Illustration Source: ISG 2026



The ISG Provider Lens® Future of Work — 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 markets, including the U.S., the U.K., Germany, Switzerland, Brazil and Australia

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.



Workplace Strategy and Enablement Services

Definition

This quadrant evaluates providers' capabilities to help clients define a future workplace vision, operating model and roadmap by integrating human, digital and physical workplace dimensions. The strategy and enablement services offered by these providers align with evolving business models, workforce expectations and regulatory requirements and are tailored by region, industry and organizational context.

Strategic focus areas include:

- Responsible integration of AI into the workplace
- Market changes and emerging business models
- Digital capabilities shaping work and collaboration
- New talent and skills models
- Integration of local and remote physical workplaces
- Physical asset strategy and workplace assessments
- Workplace-driven sustainability strategies

The evaluation emphasizes providers' ability to go beyond vision and design to translate strategy into execution, addressing procurement, adoption readiness and experience impact while meeting industry-specific requirements.

Eligibility Criteria

1. Provide **enterprise-level workplace advisory services**, including the design of future workplace visions, operating models and roadmaps
2. Maintain a **vendor-neutral approach** to workplace transformation and business delivery models
3. Offer **integrated workplace strategy advisory** across **human, digital and physical workplace dimensions**
4. Advise on the **strategic use of AI in the workplace**, including governance, human-AI role design, adoption readiness and risk management
5. Address **talent models and workforce readiness**, including skills evolution, inclusion and ethical considerations relevant to modern workplaces
6. Design **hybrid workplace models** that integrate physical and remote environments to ensure experience parity
7. Deliver **workplace-driven sustainability strategies**, including physical asset optimization, digital efficiency and ESG-aligned workplace design
8. Demonstrate **industry-specific experience and case studies** showing measurable benefits across human, digital and physical workplace outcomes



Digital Workplace Operations and Support Services

Definition

This quadrant evaluates service providers that assume end-to-end responsibility for building, transitioning and operating the digital workplace at scale. It spans the full lifecycle of end-user technology services, from design and transition to run, day-to-day operations, support and continuous optimization. The scope of services includes unified endpoint and application management, device as a service, virtual desktops, service desk, and field/proximity services, all leveraging digital employee experience (DEX) telemetry.

Providers in this quadrant increasingly deliver AI-powered, EX-led operations, incorporating experience management offices and XLAs to prioritize business outcomes. Key differentiators include automation, self-healing and AI-driven support, enabling proactive issue resolution and cost-efficient service delivery.

The quadrant reflects the market shift toward integrated, outcome-oriented digital workplace operations, moving beyond fragmented, tool-centric services.

Eligibility Criteria

1. Provide **end-to-end digital workplace build and run services**, including transition-to-run and steady-state operations
2. Deliver **service desk services**, including omnichannel, remote and contextualized end-user support
3. Provide **unified endpoint and application management**, including staging, configuration, patching, security and application provisioning
4. Offer **device lifecycle management**, covering procurement, logistics, deployment, support, refresh, disposal and recycling, with **device-as-a-service options**
5. Demonstrate experience in delivering **virtual desktop services**
6. Provide **field services and IMAC/R/D support**, including remote and on-site break/fix services and in-person technical assistance
7. Operate **EX-led support models**, leveraging **DEX telemetry** to prioritize and improve workplace performance
8. Offer **XLA-driven service delivery** that measures outcomes, such as productivity, task success and user sentiment, beyond traditional SLA metrics
9. Leverage **automation, analytics and AI-enabled support**, including automated issue resolution, self-service and proactive remediation
10. Maintain a robust **regional delivery presence** across on-premises, cloud and hybrid environments, including **desktop as a service**



AI-augmented Collaboration and Experience Services

Definition

This quadrant evaluates providers that design, deploy and continuously optimize collaboration and communication services in the digital workplace, enhanced by AI and agentic assistants. It covers enterprise collaboration platforms and communication technologies, including meetings, messaging, calling and conferencing, alongside content and knowledge management and flow-of-work experiences.

As AI-augmented collaboration becomes the primary interface for modern work, providers help organizations evolve their collaboration ecosystems by embedding AI capabilities such as copilots, contextual assistants and meeting intelligence into everyday workflows.

Success in this quadrant is measured by experience and adoption outcomes, including engagement and sentiment. Providers employ an experience-led delivery model, combining analytics, EX and DEX insights, OCM and enablement to drive sustainable adoption.

Eligibility Criteria

1. **Design, deploy and optimize collaboration and experience services** across meetings, messaging, content, knowledge and flow-of-work environments
2. **Deploy and manage collaboration platforms**, such as Microsoft Teams, Zoom, Cisco Webex and comparable ecosystems, alongside experience optimization and adoption services
3. **Leverage AI and GenAI to augment collaboration and EX**, including copilots, assistants, meeting intelligence and contextual knowledge support
4. **Provide AI-augmented and contextualized user support within collaboration and work environments**, aligned to user roles and tasks
5. Adopt an **experience- and XLA-focused delivery approach**, measuring outcomes such as adoption, task success, engagement and user sentiment
6. Deliver services that enable **effective change management and technology adoption**, including training, enablement and digital dexterity programs
7. **Support experience management functions**, such as XMO or equivalent models, using analytics, sentiment analysis and behavioral insights
8. Demonstrate **outcome-driven impact**, with verifiable improvements in productivity, collaboration effectiveness or EX
9. Ensure **responsible and ethical use of AI**, including governance, transparency and human oversight in AI-augmented workplace services



Smart and Sustainable Workplace Services

Definition

This quadrant evaluates service providers that design, implement and manage smart, technology-enabled physical workplaces that support hybrid collaboration, operational efficiency and workplace-driven sustainability.

Providers help organizations integrate buildings, workplaces and collaboration spaces into intelligent environments by combining IoT-enabled infrastructure, analytics and digital platforms. They deliver experience parity for in-office and remote participants through smart meeting rooms and integrated collaboration technologies. Services optimize the physical workplace as a strategic asset, addressing space utilization, energy efficiency, environmental impact and employee well-being.

The emphasis is on creating adaptive, inclusive and responsible workplaces that align human, digital and physical needs. Sustainability is embedded as a core design and operating principle, supported by ESG-aligned workplace strategies, measurable outcomes and transparent reporting.

Eligibility Criteria

1. Design, implement and manage **smart physical workplace environments**, leveraging IoT-enabled infrastructure, sensors and analytics across spaces
2. Enable **smart workplace analytics**, including space utilization, occupancy, environmental conditions and workplace performance insights
3. Deliver **smart meeting rooms and collaborative workspaces** that support **experience parity** between in-office and remote participants through integrated collaboration and audio-visual technologies
4. Support **energy efficiency and resource optimization**, including energy management, monitoring and optimization of physical workplace assets
5. Provide **workplace-driven sustainability** services, including initiatives and solutions to reduce carbon emissions and the environmental impact of workplaces
6. Deliver **inclusive and adaptable work environments**, supporting diverse workstyles, accessibility requirements and hybrid working models
7. Integrate **physical workplace data with digital workplace platforms**, enabling unified management, visibility and optimization of human, digital and physical workplace dimensions
8. Support **ESG-aligned workplace strategies and reporting**, including metrics and data relevant to ESG requirements, with a focus on workplace utilization and impact



Quadrants by Regions

As a part of this ISG Provider Lens® quadrant study, we are introducing the following four quadrants on Future of Work — Services 2026:

Quadrant	Australia	Brazil	Germany	Switzerland	U.K.	U.S.	U.S. Public Sector
Workplace Strategy and Enablement Services	✓	✓	✓	✓	✓	✓	✓
Digital Workplace Operations and Support Services	✓	✓	✓	✓	✓	✓	✓
AI-augmented Collaboration and Experience Services	✓	✓	✓	✓	✓	✓	✓
Smart and Sustainable Workplace Services	✓	✓	✓	✓	✓	✓	✓



ISG's Future of Work Framework

Key characteristics of the proprietary framework:

- Encapsulates what enterprises are doing across the Future of Work — Services market and helps connect them to digital solutions
- Represents the entire value chain of supply and demand within the market
- Highlights themes of enterprise objectives in the inner tiles
- Showcases initiatives in the outer tiles
- Beneath each outer tile lies a specific set of capabilities with unique market-leading providers and solutions
- Indicates where ISG Software Research will produce a Buyers Guide in 2026 with green tiles



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

Milestones	Beginning	End
Survey Launch	February 18, 2026	
Survey Phase	February 18, 2026	March 17, 2026
Sneak Preview	June 1, 2026	
Press Release & Publication	July 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 Future of Work — 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 – Future of Work — Services 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.

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

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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 and participate in briefing calls
- Give their perspectives on service provider ratings and review report drafts

ISG Advisors to this study



**Jim
Kane**

U.S and Global



**Jason
McAuliffe**

Australia



**Iain
Fisher**

U.K.



**Jochen
Steudle**

Switzerland



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

Abraxas*	Atrete	CANCOM*	Claro empresas
Accenture*	Avanade	Canon Business Services	Cloud4C
ACP Group*	AVASO	Capgemini*	Coforge*
Adesso SE	Avaso Technology*	Capita*	Cognizant*
Agilisys	Aveniq*	Care AR	Compass UOL
Alest Consultoria	Axians*	CBRE Group, Inc	Compasso UOL
Algar Tech	BCG*	CBRE Workplace Solutions	Compucom*
All for One Group*	Bechtle*	CDD IT	Computacenter*
Allied Digital*	Bell Techlogix*	CDRU*	Connectis
Altimetrik	Birlasoft*	CDW*	Convotis AG*
aproda	Blackbox	CGI*	CTC (Connectcom)*
Arkadin	Brennan IT*	CI&T	Cushman & Wakefield
Arvato systems*	Brillio	Cirion Technologies	Data#3*
ASG Group	BT Global Services*	Cisco Systems	Datacom*
Atos*	Campana Schott*	Claranet	Datagroup*



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* Rated in previous iteration

Dedalus*	EY*	Homeagent*	IT-HAUS GmbH*
Dell	fernau somnitec	Honeywell	ITRIS One*
Deloitte*	Fujitsu*	Honeywell Building Technologies (Australia)	JLL (Jones Lang LaSalle)
Deutsche Telekom*	G&P	HPE*	JLL Technologies (Australia)
Dexian*	GAVS*	IBM	JMC Software AG
Digital Workplace Group(DWG)*	Gensler	Ilegra*	Johnson Controls International plc
dinamio	Gentrop	Infosys*	K2M
Dinotronic	Getronics*	Innyx	Kinetic IT*
DWG	Globant	Insight*	Konecta
DXC	GWCloud	Interact Software	KPMG*
DXC Technology*	Happiest Minds	IPNET*	Kumulus
EBC Group	HCLTech*	IPsense	Kyndryl*
Edge Uol	Hexaware*	isolutions AG*	LAN DESIGNERS
eG Innovation	Hitachi Digital Services	ITC Infotech*	Lattine
ELCA/EveryWare*	HOM (Home Office Management)	ITConcepts Schweiz*	Lattine Group



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* Rated in previous iteration

Leidos*	Multiedro*	Pomeroy*	Schneider Electric
Lenovo*	NAVA*	Populos	Semantix
Littlefish	NEC	Positivo S+*	SHI*
Logicalis*	Neeco	Presidio	Siemens
Long View Systems*	Netgo*	Processor*	SmartIT
LTIMindtree*	Netrics*	PwC*	Snow Software
McKinsey & Company*	Nexa Tecnologia	Qi Network	Sodexo
Meta	Noventiq	Qintess	Softcat
Microland*	NRI Australia*	Quality	Softchoice*
Microsoft	NTT DATA*	RavenTek	Softline
Milestone Technologies*	Optus	Red River*	SoftwareOne*
Movate™*	Oracle	Ricoh*	Solo Network
Mphasis*	Orange Business*	SantoDigital	Somos Nuvem
MSG Systems AG*	Orro	SAP	SONDA*
MTF*	Penso Tecnologia	SCC*	Sopra Steria*



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* Rated in previous iteration

SPIE*	Telefonica	UST*	wtsnet
SPREAD	Telefonica Brasil	Venha Pra Nuvem*	XMA*
SS&C	Telstra*	Verhaw Business IT	Yash Technologies*
Stefanini*	TET*	Verizon Communications	Zensar Technologies*
Sutherland	TIVIT*	Vexia	Zoho
SVA*	Trans4mation*	Vodafone*	Zones*
Swisscom*	Trianz	Voke	
TAKING	T-Systems	Wipro*	
TCS*	Ultima	WITTEL	
Tech Mahindra*	UMB*	Workplace from Facebook	
Tecnocomp	UNICO*	World Wide Technology (WWT)*	
TEKSystems*	Unisys*	WSP	



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.





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