

Oracle Cloud and Technology Ecosystem

Comparison of Oracle service providers' portfolio
attractiveness and competitive differentiators



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Oracle is strengthening its position as a leading AI and cloud infrastructure provider through sustained investments in Oracle Cloud Infrastructure (OCI), AI embedded across its application suite and expanded hyperscaler partnerships. High-profile customer wins and large-scale initiatives, such as the Stargate project, are establishing Oracle as a preferred platform for large-scale AI training and inference.

OCI remains Oracle's primary growth engine, with strong cloud consumption growth projected through FY27. To meet rising demand, Oracle is expanding its global footprint with new OCI regions, sovereign cloud offerings, and deep multicloud integrations with Microsoft Azure, Google Cloud and AWS. This expansion is creating new partner opportunities in cloud migration, multicloud architecture, security and sovereign cloud operations.

In parallel, Oracle is embedding advanced AI into its Fusion Cloud Applications portfolio (ERP, HCM, SCM, EPM and CX), shifting enterprises from basic automation to decision intelligence. This shift extends partner roles beyond implementation to include AI adoption, business transformation and continuous optimization.

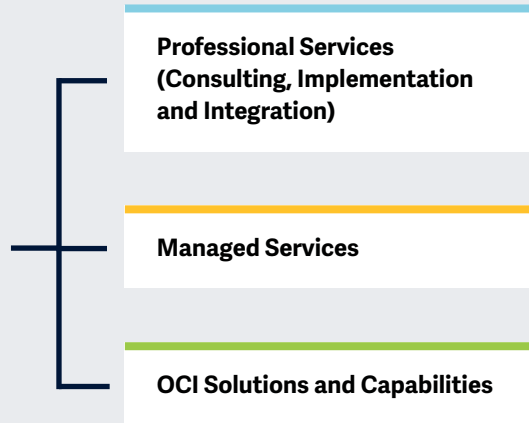
Oracle's momentum is further accelerated by collaborations with OpenAI, NVIDIA and Meta, increasing demand for data modernization, AI engineering, vector databases and AI governance. The modernized Oracle PartnerNetwork (OPN) emphasizes customer outcomes, cloud consumption and specialized AI skills.

The ISG Provider Lens® Oracle Cloud and Technology Ecosystem 2026 study assesses how service providers help enterprises maximize value from Oracle's expanding cloud, AI and applications portfolio.



The Oracle Cloud and Technology Ecosystem

2026 study evaluates the service maturity and technical competence of Oracle's leading partners.



Simplified Illustration Source: ISG 2026

Definition

The ISG Provider Lens® Oracle Cloud and Technology Ecosystem 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 markets in the U.S., the U.K., Brazil and Asia Pacific excluding Japan, China, and Korea (APeJCK)

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.



Professional Services (Consulting, Implementation and Integration)

Definition

In this quadrant, ISG evaluates partners that deliver end-to-end services to help enterprises maximize Oracle technology investments across Fusion Cloud Applications and the broader Oracle ecosystem. Leaders offer robust consulting, integration and implementation services to evaluate existing business processes and application landscapes, identify optimization opportunities, and build agile, risk-mitigated roadmaps aligned to market trends.

Emphasizing operational agility and innovation, these providers deploy and embed Oracle solutions that directly align with business requirements, leveraging deep industry expertise and elite, certified talent to ensure seamless integration across Oracle solutions and complex client and third-party ecosystems. ISG also benchmarks providers on their ability to accelerate enterprise AI maturity through use-case design, data readiness, governance and the adoption of native Oracle AI capabilities at the business-process layer. OCI-specific infrastructure architecture, cloud-native build, platform-level GenAI deployment and migration services are assessed under the OCI Solutions and Capabilities quadrant.

Eligibility Criteria

1. **Strategic advisory:** deliver strategic consulting, assessment models and roadmaps to ensure seamless alignment with broader IT strategies
2. **Migration and integration:** demonstrate proficiency in application customization and business-process integration, with proven capabilities in complex enterprise landscape modernization
3. **Comprehensive cloud advisory:** deploy robust Oracle advisory frameworks, including readiness assessments and strategic roadmaps for application and business-process transformation
4. **Technical expertise:** efficiently deploy Oracle Fusion Applications and business solutions utilizing proprietary, pre-built solutions and accelerators
5. **Industry expertise:** drive measurable business value by applying domain-specific knowledge and best practices
6. **AI expertise:** identify Oracle-centric AI use cases at the business-process layer, providing end-to-end support for data readiness, governance and adoption
7. **Integration enablement:** leverage expertise in APIs and automation to enable Fusion Applications integration across client technologies
8. **Technology enablement:** accelerate modern system adoption through tailored workshops, training and custom programs



Managed Services

Definition

In this quadrant, ISG evaluates managed service providers that operate, optimize and continuously evolve Oracle application, database and business-process environments. These providers move beyond traditional IT support to deliver outcome-based operations, resilience, cost optimization, security and continuous improvement at the application layer. OCI infrastructure and platform-level managed services are assessed separately under the OCI Solutions and Capabilities quadrant.

In 2026, the quadrant places greater emphasis on Oracle application lifecycle services, especially for Fusion Cloud Applications, and on agentic capabilities centered on AI Agent Studio use cases applied to business processes.

Leading providers support release management, testing, integration, enhancements, data management, adoption, change enablement and business process optimization. They also help clients apply automation, GenAI and agentic AI, including Oracle AI Agent Studio, in governed, measurable ways at the application layer. Strong providers combine Oracle technology expertise with functional capabilities across ERP, HCM, SCM, CX and EPM, supported by certified talent, ecosystem alignment and scalable delivery models.



Eligibility Criteria

1. **Application and database operations:** maintain Oracle applications and databases through monitoring, performance management, upgrades, patching, capacity planning and governance.
2. **Oracle Application Lifecycle Services:** support Oracle applications across release management, testing, enhancements, integration, data management and continuous improvement.
3. **Fusion Cloud Applications expertise:** demonstrate functional and technical capabilities across Oracle Fusion Applications.
4. **Change management:** drive transformation through strategic change management initiatives in people, processes and technologies.
5. **AI, automation and agentic enablement:** use automation, GenAI and agentic AI to improve service quality, reduce manual effort and support governed Oracle AI Agent Studio use cases applied to business processes (ERP, HCM, SCM, CX, EPM). Platform-level GenAI and model deployment on OCI are assessed under the OCI Solutions and Capabilities quadrant.
6. **Cost, security and resilience:** apply FinOps, observability, compliance and data protection practices at the application layer, and business continuity/disaster recovery practices to optimize and protect Oracle application environments. Infrastructure-level cost optimization and data sovereignty are assessed under the OCI Solutions and Capabilities quadrant.
7. **Commercial and ecosystem strength:** have flexible pricing, scalable delivery, the ability to define and manage outcome-oriented SLAs with clear metrics for service experience, certified Oracle talent, and strong alignment with Oracle and key ecosystem partners.



OCI Solutions and Capabilities

Definition

In this quadrant, ISG evaluates service providers specializing in OCI across IaaS and PaaS, including infrastructure and platform-layer managed services. Assessments focus on providers' ability to modernize enterprise IT landscapes, accelerate cloud-native transformation, and operate, monitor and optimize OCI environments for performance, resilience and scalability. Application, database and business-process managed services are assessed under the Managed Services quadrant. Evaluation criteria include capabilities in cloud migration, multicloud and hybrid cloud architecture, systems integration, and the implementation of security, governance and compliance controls across OCI environments.

ISG also evaluates providers' expertise in OCI data management, autonomous services and advanced analytics to deliver actionable business insights. In addition, the quadrant assesses providers' ability to leverage OCI's native AI and GenAI services, including the design, deployment and optimization of AI-enabled applications, data platforms and large language model solutions on OCI infrastructure. Providers that can support enterprise AI workloads, including fine-tuning, integration and governance on OCI, are especially relevant in this quadrant.



Eligibility Criteria

1. **Multicloud strategy:** demonstrate expertise in multicloud strategies that enhance flexibility and redundancy by leveraging diverse cloud environments to ensure interoperability, resource optimization and regulatory compliance at the infrastructure layer.
2. **Hybrid cloud strategy:** integrate on-premises and cloud environments for hybrid cloud setups; optimize workload distribution; and combine scalability with security to support data security, improved latency and transformation at the infrastructure and platform layer.
3. **Seamless integration:** integrate OCI with existing enterprise systems and third-party solutions.
4. **Innovation with OCI:** demonstrate expertise in designing, developing and deploying cloud-native applications using OCI's microservices, Kubernetes and serverless computing.
5. **Industry-specific solutions:** deliver tailored OCI solutions for industry-specific requirements.
6. **Expertise in cost optimization:** offer FinOps capabilities and cost management strategies at the infrastructure and platform layer — rightsizing, reserved/committed capacity, autoscaling and workload placement — to maximize cloud investment value.
7. **OCI GenAI:** effectively leverage OCI GenAI services to build, deploy and govern AI models and AI-native applications on OCI infrastructure, driving measurable and impactful customer outcomes. Application and process-layer AI use cases are assessed under the Managed Services quadrant.
8. **Data sovereignty, security and compliance:** support data residency, sovereign cloud and regulatory requirements using OCI's regional and in-country infrastructure. Application-layer data protection and compliance practices are assessed under the Managed Services quadrant.



Quadrants by Region

As a part of this ISG Provider Lens® quadrant study, we are introducing the following three quadrants in the Oracle Cloud and Technology Ecosystem 2026 reports:

Quadrants	APeJCK	Brazil	U.K.	U.S.
Professional Services (Consulting, Implementation and Integration)	✓	✓	✓	✓
Managed Services	✓	✓	✓	✓
OCI Solutions and Capabilities	✓	✓	✓	✓



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

Milestones	Beginning	End
Survey Launch	July 21, 2026	
Survey Phase	July 21, 2026	August 24, 2026
Sneak Preview	October, 2026	
Press Release & Publication	November, 2026	

Collecting client testimonials via the Star of Excellence® program requires early client referrals (no official reference needed) because CX scores have a direct influence on the provider's position in the IPL quadrant and the awards.

Please refer to the [link](#) to view/download the ISG Provider Lens® 2026 research agenda.

Access to Online Portal

You can view/download the questionnaire from [here](#) using the credentials you have already created or refer to the instructions 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 Oracle Cloud & Technology Ecosystem 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 conducting 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 Voice of the Customer concept. ISG has designed the Star of Excellence® program 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 are 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 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.

Our vision for the Star of Excellence® is to become acknowledged 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 "Nominate (for Providers)" 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 – Oracle Cloud and Technology Ecosystem study analyzes the relevant 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 report includes research 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. The data collected for this report represent information that ISG believes to be current as of July 2026 for providers that actively participated and for providers that did not. ISG recognizes that many mergers and acquisitions may have occurred since then, but this report does not reflect these changes.

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



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ISG Provider Lens® 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



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 the previous iteration

4i Apps	Cognizant	Infosys	NTT Data
Accenture	Concept Plus	Infovity	one globe llc
Apps Associates	Data Intensity	inlumi	Path Infotech
Argano	Deloitte	InnoApps	PROMATIS software
Aspire Systems	DSP	IT Convergence	PT. Infracom Technology
Astute	DXC Technology	Jade Global	PwC
Automus	EY	James & Monroe Limited	Quistor Enterprises
Birlasoft	Fujitsu	KPMG	Redfaire
Burgess Systems Consulting Pty Ltd	Grant Thornton	Kyndryl	Reply
Capgemini	HCLTech	Logicalis	Skillnet
Centroid	Hexaware	LTIMindtree	Steltix
CGI Inc.	Hitachi Digital Services	Mastek	Sutherland
Cintra Software & Services, Inc.	Huron	Mphasis	SVTech
Cloudvice	IBM	Mythics	Sycomp
Clover Infotech	Infolob	NRI ANZ	Syntax



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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 the previous iteration

TCS

Tech Mahindra

Timestamp Group

Trinamix

Version 1

Vigilant Technologies

Wipro

Zensar Technologies

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Atos

Broadpin (PROMATIS software)

Cintra Corporation UK Limited

Civiteq

Data Intensity Ltd

Enigen UK limited

Namos Solutions Ltd

Neos Ltd.

PRAESTO CONSULTING GROUP LTD (boxfusion)

Sopra Steria



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. 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 and cities) and 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](#) (Information Services Group) (Nasdaq: [III](#)) is a leading 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.





JULY, 2026

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