isg Provider Lens®

SAP Ecosystem

A report comparing provider strengths, challenges and competitive differentiators

BROCHURE | NOVEMBER 2025 | APAC, BRAZIL, GERMANY, U.S. AND GLOBAL

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Introduction

In 2025, SAP sharpened its focus on guiding enterprises through digital transformation by enhancing core ERP, cloud, HXM and Al capabilities. As SAP ERP Central Component (ECC) nears the end of mainstream support in 2027 and Compatibility Scope rights expire in 2025, enterprises are accelerating the shift to SAP S/4HANA. SAP supports this transition through RISE with SAP for orchestrated cloud transformations and GROW with SAP for midsize firms adopting S/4HANA Cloud Public Edition. These programs offer tailored pathways, on-premises, private or public cloud, anchored by SAP Business Technology Platform (BTP) to maintain a clean digital core and enable scalable innovation.

Enterprises are leveraging SAP SuccessFactors to modernize HR with Al-powered talent management and workforce intelligence. The 2025 releases introduced Joule Agents for HR scenarios, enhancing personalization and skill-based development. Across business functions, SAP Business Al, embedded in over 400 scenarios, boosts automation and decision-making. Joule Studio and SAP Business Data Cloud enable enterprises to

create custom agents and unify their data. With Al governance certified to ISO 42001, SAP ensures the secure, ethical deployment of Al. The evolution of SAP ecosystem reflects its commitment to enterprise agility, resilience and future readiness.

The ISG Provider Lens® 2026 study focuses on these key areas of requirement for SAP and its clients. In addition to the SAP S/4HANA transformation, this year's study assesses service providers' capabilities across application management, SuccessFactors HCM, SAP Business AI, BTP and managed cloud services.





SAP S/4HANA System **Managed Cloud Services for Transformation SAP ERP** Key focus SAP S/4HANA Transformation — **SAP Business AI and Business** areas for SAP **Large Accounts Technology Platform (BTP) Services** Ecosystem **2026** study. SAP S/4HANA Transformation — SAP SuccessFactors HCM Midmarket **Partner Services** Simplified Illustration Source: ISG 2025 **SAP Application Managed** Services

The ISG Provider Lens® SAP 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 different markets, including the APAC, U.S., U.K., Brazil Germany and Global.

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.

SAP S/4HANA System Transformation

Definition

This quadrant evaluates SAP-certified providers supporting SAP ECC to SAP S/4HANA transformations across enterprises of all sizes. Providers deliver tailored approaches such as greenfield, brownfield or hybrid, leveraging RISE with SAP, GROW with SAP, cloud-native architectures and industry-specific templates. They must manage global rollouts, regional complexities and sector-specific requirements while ensuring compliance, scalability and operational resilience. They also emphasize Al, automation and analytics to drive innovation and agility. Providers with strong partner ecosystems, skilled talent and robust innovation road maps enable rapid time to value, secure cloud migration and alignment with sustainability, cybersecurity and regulatory goals. Typical transformations include project planning, solution design, business process modeling, user training, product installation and configuration, testing and other services.

Eligibility Criteria

- 1. SAP certifications to deploy
- 2. On-premises and cloud-based implementations and SAP
- Partnership with SAP and attainment of SAP partner-level
- 4. Service portfolios, including SAP S/4HANA development, integration 9. and testing, with at least one S/4HANA implementation in
- A track record of **S/4HANA advisory** experience in greenfield, brownfield or bluefield deployments
- 6. Partnerships for RISE with SAP deployments, where

- 7. Engagements with SAPcertified consultants and practitioners across regions to
- scaling needs through optimal onshore and offshore delivery models while having local delivery
- Frameworks, tools and accelerators to support enterprise
- 10. Ability to share details on their partner ecosystem, including



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SAP S/4HANA Transformation Services - Large Accounts

Definition

This quadrant evaluates SAP-certified providers that lead transformation programs moving from ECC 6.0 to SAP S/4HANA. It includes conversions from ECC 6.0, net-new implementations, and selective migrations, such as greenfield, brownfield and bluefield across cloud and on-premises environments, including RISE with SAP. These providers embed AI, predictive analytics and intelligent automation to accelerate decision-making and compliance. They specialize in managing complex, multi-instance SAP landscapes with strict regulatory needs, ensuring secure cloud migration, resilient operations and faster time to value. Their expertise spans global rollouts, public company governance and industry-specific controls, enabling scalable innovation across finance, supply chain and the digital core. Providers stand out through strong innovation road maps, robust partner ecosystems and deep talent pools that drive scalable enterprisewide transformation.

- SAP certifications to deploy
 SAP S/4HANA and support
 clients for SAP products to reflect
 technical assurance
- 2. On-premises and cloud-based implementations and SAP S/4HANA migrations
- 3. Service portfolios that include SAP S/4HANA development, integration and testing, with at least two implementations of S/4HANA in the last 12 months
- Advisory and implementation experience in greenfield and brownfield deployments for transformation strategy alignment
- 5. Tools and accelerators to reduce time to market for speed and efficiency
- 6. SAP-certified consultants across regions to support multicountry and multilanguage implementations

- Ability to handle complexity and scale through onshore and offshore models with local delivery for operational maturity
- 8. Experience in central finance, supply chain, business model transformation and industry-specific solutions
- AI-driven transformation frameworks, clean core enablement and Advanced Business Application Programming (ABAP) extensibility models
- 10. Ability to embed AI and generative AI (GenAI) into transformation programs using AI for code remediation, test automation, predictive analytics and intelligent process redesign
- 11. Ability to leverage SAP
 BTP for integration,
 extension and innovation



SAP S/4HANA Transformation Services - Midmarket

Definition

This quadrant evaluates SAP-certified providers delivering agile SAP S/4HANA transformations for small and midmarket clients with regional operations and moderate complexity. Providers use industry-specific templates, packaged solutions and RISE with SAP and GROW with SAP programs to accelerate deployment, reduce cost and minimize disruption. They emphasize secure cloud adoption, embedded cybersecurity and sustainability-driven operations. Providers leverage automation, Al and analytics to enhance decision-making and resilience. Strong partner ecosystems, skilled talent and preconfigured accelerators enable rapid time to value. Support for multitenant environments, regulatory compliance and ESG reporting is increasingly critical for SMEs seeking scalable innovation and long-term growth.

Eligibility Criteria

- 1. **SAP certifications** to deploy SAP
- 2. Service portfolios that include SAP S/4HANA development, integration and testing, with at least one SME-focused **implementation** in the
- 3. Proven advisory and implementation experience
- 4. Ability to leverage SAP accelerators, preconfigured templates and industryspecific packages for rapid and
- Ready-to-use solutions for microsegments, including retail

- **6.** Ability to deliver services through onshore or nearshore models:
- Use of AI and automation to
- Ability to support **post**implementation optimization, including ABAP code simplification, clean core enablement and extensibility via SAP BTP
- 10. Partnerships with SAP and hyperscalers to simplify

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SAP Application Managed Services

Definition

This quadrant evaluates SAP-certified providers offering end-to-end application managed services (AMS) across ECC, S/4HANA and SAP cloud landscapes. Providers must deliver intelligent, proactive services, including application optimization, Al-driven L1-L3 support, testing, incident and problem management and integration with SAP product support. Key capabilities include automation, predictive analytics, DevOps, agile delivery and integration with SAP Solution Manager and Cloud Application Lifecycle Management (ALM), ABAP remains crucial to custom code management, modernization and extensibility. Providers must support improvement, version control and change management while aligning AMS with business KPIs. They must offer managed services, including application optimization, application support and testing for SAP. Providers offer expertise, tools and accelerators to manage applications and align with clients' IT and business objectives: those with the SAP Partner Center of Expertise certification receive high ratings.

- Application optimization, support and testing for SAP solutions
- Incident management, ticketing tools, SAP Solution Manager and documentation, all essential for operational excellence
- Use of AI for quality improvement and DevOps automation to align with intelligent AMS
- 4. Resources and skillsets to solve challenges, improve performance and deliver SLAs, critical for client satisfaction and business alignment
- 5. Automation of tasks and use of AI and ML with referenceable use cases
- Experience handling complex and large SAP solutions for scalability and enterprise-grade delivery

- 7. ABAP modernization and extensibility for managing custom ABAP code, optimizing legacy developments and using ABAP RESTful Application Programming Model (RAP) for clean core and cloud extensibility
- 8. Integration with SAP Cloud ALM for monitoring, operations and change management
- 9. Management of AMS across ECC, S/4HANA (on-premises and cloud), SAP BTP and third-party integrations
- 10. Implementation of SAP's Service
 Pack Stack (SPS) updates, business
 impact prediction, feature adoption
 planning, custom code impact
 analysis and readiness assessments
 using tools such as ABAP Test
 Cockpit (ATC) and custom code
 migration apps



Managed Cloud Services for SAP ERP

Definition

This quadrant evaluates service providers that manage hybrid cloud environments, focusing on security access, infrastructure monitoring, system availability, disaster recovery and data compliance. These providers help clients overcome technical barriers to migrating ERP systems to the cloud, facilitating transitions from private to public cloud or from onpremises setups. Expertise in maintaining SAP operations, especially with S/4HANA and its in-memory database, is crucial. Providers must demonstrate strong capabilities in data volume management, application code management and cloud cost optimization.

Typically, these service providers hold SAP and cloud certifications, ensuring the secure operation of S/4HANA in hybrid environments. They offer the required managed services for on-premises operations. Leading providers use advanced technologies and automation tools to optimize post-migration operations, delivering significant benefits to clients by effectively meeting their infrastructure needs.

- Ability to provide, manage and operate SAP in the cloud, including, but not limited to, hyperscalers such as AWS, Microsoft Azure and Google Cloud
- 2. Capacity to support clients in their on-premises and hybrid cloud implementations of SAP systems and databases, providing minimum infrastructure design support
- Certified platform management or cloud partners with SAP S/4HANA specialization

- Certifications in security, data privacy and IT processes; minimum accreditations include ISO 27001 (security) and IT Infrastructure Library (ITIL) incident management
- **5. SAP- and cloud-certified** staff to support SAP technologies
- 6. Ability to offer business value services such as impact assessment, SAP S/4HANA adoption strategy, road map and business case creation.
- 7. Tools to automate and support specific post-migration environment operations

SAP Business AI and Business Technology Platform (BTP) Services

Definition

This quadrant assesses service providers that specialize in designing, building and integrating SAP Business AI and SAP Business Technology Platform (SAP BTP) to deliver intelligent, modular and industry-specific solutions. SAP Business AI, which is embedded throughout SAP's suite of applications, utilizes generative AI (GenAI), ML and predictive analytics to automate routine tasks, enhance strategic planning and support improved decision-making. To be recognized, providers must demonstrate strong capabilities across SAP BTP services, including data orchestration, event-driven architecture. ABAP Cloud extensibility and low-code/ no-code development through SAP Build. These providers focus on enabling scalable innovation, Al-powered process automation, and rapid deployment by leveraging industryspecific reference architectures. Additionally, they are evaluated on their ability to deliver secure, sustainable and outcome-oriented digital transformation across complex and diverse enterprise environments.

- 1. Ability to deliver consulting, design and implementation services for SAP BTP, integrated with SAP Business AI across core and industry-specific use cases
- 2. Expertise in deploying GenAI, ML and predictive analytics within SAP applications to drive automation, decision intelligence and UX improvements
- 3. Availability of ready-to-deploy solutions, reference architectures and accelerators built on SAP BTP and Business AI, tailored to specific industries and business functions.
- 4. Certified professionals across
 SAP BTP services such as
 integration suite, data management,
 ABAP Cloud and SAP Build and
 AI technologies, with proven
 delivery experience

- Ability to support composable business models using eventdriven architecture, microservices and extensibility via SAP BTP and SAP Business AI
- 6. Use of AI and ML to enhance
 DevOps, testing, monitoring and
 lifecycle management through
 SAP Cloud ALM and intelligent
 automation frameworks
- 7. Integration of proprietary AI models via SAP AI Core and AI Launchpad, along with the expansion of standard SAP processes with AI models, components and industry-specific AI accelerators
- 8. Recognition through client success stories, SAP awards or thought leadership at major SAP and industry events showcasing innovation and impact



SAP SuccessFactors HCM Partner Services

Definition

This quadrant evaluates service providers that implement and manage SAP SuccessFactors HCM Suite (formerly known as HXM Suite) primarily in cloud environments and, to a lesser extent, on-premises. Providers demonstrate proven expertise in HR and talent management transformation, delivering customized services that address local and regulatory requirements specific to each country. Their dedicated HCM practices feature skilled teams capable of deploying and managing comprehensive modules, including core HR, payroll, talent management, learning, performance and goal management, recruiting and analytics.

These providers excel in complex data migrations from legacy environments to SuccessFactors, customizations via SAP BTP, integrations with systems and extensions that expand native functionalities. They offer solutions that leverage AI technologies for experience personalization, process automation and strategic insights.

- 1. SAP certifications in SAP SuccessFactors deployments
- Integration capabilities with SAP and non-SAP corporate systems, and third-party applications
- Tools and accelerators for
- 4. Certified professionals in
- 5. Multimodule SAP SuccessFactors implementations
- Assets and tools to accelerate transformations and deliver

- SuccessFactors HCM solutions
- 7. Portfolio of exemplary case **studies** integrating AI, analytics
- Demonstrated business improvements for clients, including unified core HR
- Strong vision to expand SuccessFactors HCM practice



Quadrants by Regions

As a part of this ISG Provider Lens® quadrant study, we are introducing the following seven quadrants on the SAP Ecosystem 2026 study:

Quadrant	APAC	Brazil	Germany	U.S.	Global
SAP S/4HANA System Transformation	✓		✓		
SAP S/4HANA System Transformation — Large Accounts		✓		✓	
SAP S/4HANA System Transformation — Midmarket		•		✓	
SAP Application Managed Services	✓	•	✓	✓	
Managed Cloud Services for SAP ERP				✓	
SAP Business AI and Business Technology Platform (BTP) Services	✓	✓	✓	✓	
SAP SuccessFactors HCM Partner Services		✓			✓

Schedule

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

Milestones	Beginning	End
Survey Launch	November 13, 2025	
Survey Phase	November 13, 2025	December 11, 2025
Sneak Preview	March 2026	
Press Release & Publication	May 2026	

Please refer to the <u>ISG Provider Lens® 2025 research</u> 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 SAP 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 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.



Client Feedback Nominations

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



Methodology & Team

The ISG Provider Lens® 2025 – SAP Ecosystem research study analyzes the relevant software vendors/service providers in the APAC, Brazil, Germany, U.S. and 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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and Global



Azevedo





Aishwarya Pateriya Data Analyst

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Advisor Involvement - Program Description

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



Brandon Provost

Principal Consultant



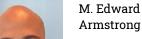
Sandip Tarafdar

Director



Harald Joss

Principal Consultant



Director



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*	Beyond Technologies*	Cognitus*	Evox*
ACS Global	Birlasoft*	Cognizant*	Exed Consulting*
Adesso SE*	Blend IT*	ConVista Gruppe*	EY*
AdopTI*	Bristlecone*	DATAGROUP*	FIS*
All for One*	BTC AG*	Delaware*	FPT Software*
Applexus Technologies, Inc.*	Camelot ITLab*	Deloitte*	Fujitsu*
Argano	CANCOM*	Devoteam*	Fusion Consultoria*
Arvato Systems*	Capgemini*	dinext. AG*	Genpact*
Ativy*	Cast group*	DXC Technology*	Geo System*
Atos*	cbs Corporate Business Solutions*	EngineBr *	GFX*
Avvale*	CGI*	Engineering*	GISA*
Axians*	Chreative*	EPAM Systems*	Globant*
Ayesa*	Claranet*	EPI-USE*	GRUPOINTELSIS*
BCI Consulting*	Clarkston Consulting*	Essence IT*	GyanSys*

Eviden (Atos Group)*

HAND Enterprise Solution*

BearingPoint*

Coforge

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HCLTech*	ITS Group*	MHP Management- und IT-Beratung GmbH*	Public Cloud Group*
HCMX*	IVC Solutions Limited*	MIGNOW*	PwC*
Hexaware*	JDC Group	Mindset Consulting*	Qyrus
Hitachi Digital Services*	KaarTech*	Minsait*	q.beyond
HR Path*	Kellton*	Mphasis*	Scheer Group*
HR-Com GmbH*	KPMG*	msg group*	SD Worx SAP Solutions*
HRIZONS*	KPS*	Nagarro*	Seidor*
HRST *	Kyndryl*	Neoris*	Softtek*
IBM*	Lab2dev*	Nexta Tecnologia*	SoftwareONE*
IBA Group	Lemongrass Consulting*	NTT DATA*	Solveplan*
Inetum*	Letnis*	Numen*	Sonda*
Infosys*	LeverX International Company *	Pentos AG*	Sopra Steria*
InfraBeat Technologies*	LTIMindtree*	Phoenix Business Consulting*	Spirit21
Innovabee*	Megawork*	Phoron Consulting*	SPRO*
Intelligenza*	Meta*	Protera*	SPS Group*

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Stefanini* TIVIT*

STRADA* TSP*

Stratesys* T-Systems*

Sycor* UST*

Syntax* Veritas Prime*

Syskoplan Reply* Wayon*

TCS* Westernacher Consulting*

TDI APJ* Wilmar Consultancy Services*

TEC2CLOUD* Wipro*

Tech Mahindra* YASH Technologies*

TechWave Zalaris*

The Silicon Partners* Zensar Technologies*

* Rated in previous iteration

About Our Company & Research

İSG 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.

İSG 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 <u>contact@isg-one.com</u>, call +1.203.454.3900, or visit research.isg-one.com.

*****SG

ISG (Nasdaq: III) is a global Al-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 Al 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 <u>isg-one.com</u>.





NOVEMBER, 2025

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