



Annual Plan

2027



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About ISG® 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.

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Message from the Global Head of ISG Provider Lens®

We, at ISG Provider Lens®, are ready to embark on a new year of robust research, identifying the most relevant developments in the technology landscape for our enterprise buyers. Once again, our provider community remains at the heart of our efforts. We continue to seek your participation as we chalk out plans for 2027.

The technology market is entering a new phase. Enterprises are going beyond experimenting with AI; they are asking questions on how it can be best governed, scaled and translated into measurable business value. At the same time, cloud modernization, cybersecurity, data readiness, intelligent operations and industry-specific transformation continue to be the core of all investment decisions.

Our ISG Provider Lens® 2027 research agenda brings together established markets; emerging areas concerning AI such as governance and trust, workforce transformation, autonomous operations and infrastructure; and rapidly evolving technology ecosystems. We are focused on refining our portfolio in a way that makes it easier for enterprises and providers to understand how each study aligns with the broader business and technology landscape.

In 2027, we will be introducing several new studies into our research agenda, given their growing relevance across industries and the increasing interest of our enterprise brethren. These would include AI Governance and Trust Services, Genesys Ecosystem, Open AI Services Ecosystem, AI Workforce Transformation and Enterprise AI Transformation Services. Concurrently, we are expanding the reach of some of our existing studies to explore high-potential geographies and niche markets. For instance, the ServiceNow, Microsoft, Workday and AWS studies will take an exclusive peek into the U.S. midmarket, while Oracle, Insurance and Telecom will explore new geographies.

Throughout this evolution, the purpose of ISG Provider Lens® remains unchanged — our independent, practitioner-led research aims at helping enterprises understand market direction, identify relevant providers with comparable offerings and partner with the ones best equipped to support their transformation objectives. Technology and AI may strengthen our research capabilities, but our market experience, direct provider engagements and expert judgment remain at the heart of every study.

The Annual Plan for 2027 gives a bird's-eye view of the markets we intend to examine and the questions that will guide our research. Our study leads will bring their market expertise to the table, ensuring our research clearly reflects the markets under discussion, creating value for our providers and enterprises alike.

Thank you for your continued participation and support for the ISG Provider Lens® program.



Jan Erik Aase
Partner and Global Head – IPL

Research Calendar 2027

Study Name	Launch	Report Publish	APAC	Australia	Brazil	EU	EU Mid Tier Providers	France	Germany	Global	Global Mid Tier Providers	Nordics	Switzerland	U.K.	U.S.	U.S. Mid Tier Providers	U.S. PS
Aerospace and Defense Services and Solutions	Oct-2026	Mar-2027				✓					✓				✓		
Databricks Ecosystem Partners	Oct-2026	Mar-2027			✓					✓							
Global Capability Center (GCC) Services	Nov-2026	Mar-2027								✓							
Life Sciences CRO	Oct-2026	Mar-2027								✓							
Life Sciences Digital Services	Oct-2026	Mar-2027								✓							
Mainframes — Services and Solutions	Oct-2026	Mar-2027				✓				✓					✓		✓
Procurement Services	Nov-2026	Mar-2027								✓							
Salesforce Ecosystem Partners	Oct-2026	Mar-2027							✓					✓	✓	✓	
SAP Ecosystem	Oct-2026	Mar-2027			✓				✓	✓				✓*	✓		
ServiceNow Ecosystem Partners	Oct-2026	Mar-2027	✓		✓	✓	✓								✓	✓	
Snowflake Ecosystem Partners	Oct-2026	Mar-2027								✓							
Specialty Analytics and AI Services — Retail and CPG	Nov-2026	Mar-2027								✓*							
Travel & Transportation	Nov-2026	Mar-2027				✓									✓*		

* New Study/New region

Research Calendar 2027

Study Name	Launch	Report Publish	APAC	Australia	Brazil	EU	EU Mid Tier Providers	France	Germany	Global	Global Mid Tier Providers	Nordics	Switzerland	U.K.	U.S.	U.S. Mid Tier Providers	U.S. PS
AI Governance and Trust Services	Jan-2027	Jun-2027				✓*				✓*							
AI-ready Infrastructure Solutions	Nov-2026	Jun-2027								✓							
AI Services in Healthcare	Nov-2026	Mar-2027								✓							
Cybersecurity — Services and Solutions	Dec-2026	Jun-2027		✓	✓			✓	✓				✓	✓	✓		✓
Digital Engineering Services	Jan-2027	Jun-2027				✓	✓								✓	✓	
FAO Platforms	Feb-2027	Jun-2027								✓*							
Genesys Ecosystem	Feb-2027	Jun-2027								✓*							
Insurance Services Strategic report	Jan-2027	Jun-2027								✓							
Microsoft AI and Cloud Ecosystem	Jan-2027	Jun-2027		✓	✓				✓				✓	✓*	✓	✓	
Open AI Services Ecosystem	Jan-2027	Jun-2027								✓*							
Palantir Ecosystem Partners	Feb-2027	Jun-2027								✓							
Payroll	Feb-2027	Jun-2027								✓*							
Private/Hybrid Cloud — Data Center Services	Dec-2026	Jun-2027	✓*		✓			✓	✓			✓	✓	✓	✓		✓
Private/Hybrid Cloud — Data Center Solutions	Dec-2026	Jun-2027								✓							

* New Study/New region

Research Calendar 2027

Study Name	Launch	Report Publish	APAC	Australia	Brazil	EU	EU Mid Tier Providers	France	Germany	Global	Global Mid Tier Providers	Nordics	Switzerland	U.K.	U.S.	U.S. Mid Tier Providers	U.S. PS
AI-ready Network Transformation Services	Mar-2027	Sep-2027	✓			✓									✓		
AI Services in Life Sciences	Jun-2027	Sep-2027								✓							
AI Workforce Transformation	Apr-2027	Sep-2027								✓*							
AI-driven ADM Services	Apr-2027	Sep-2027	✓		✓	✓									✓		
AWS Ecosystem Partners	Apr-2027	Sep-2027	✓		✓				✓					✓	✓	✓	
Digital Sustainability	May-2027	Sep-2027				✓				✓					✓		
Enterprise AI Transformation Services	Mar-2027	Sep-2027			✓	✓*				✓							
ESM Services	Apr-2027	Sep-2027													✓		
FAO Services	Apr-2027	Sep-2027								✓							
Guidewire Ecosystem	May-2027	Sep-2027								✓							
Manufacturing Industry Services	May-2027	Sep-2027									✓						
Medical Device Digital Services	May-2027	Sep-2027				✓									✓		
Public Sector Services and Solutions	Mar-2027	Sep-2027		✓	✓									✓	✓		
Semiconductor Industry Services and Solutions	Mar-2027	Sep-2027				✓									✓		
Supply Chain Services	May-2027	Sep-2027			✓					✓							
UKG Pro Ecosystem	May-2027	Sep-2027								✓							
Workday Ecosystem	May-2027	Sep-2027	✓			✓									✓	✓	

* New Study/New region

Research Calendar 2027

Study Name	Launch	Report Publish	APAC	Australia	Brazil	EU	EU Mid Tier Providers	France	Germany	Global	Global Mid Tier Providers	Nordics	Switzerland	U.K.	U.S.	U.S. Mid Tier Providers	U.S. PS
AI-ready Data Modernization Services	Mar-2027	Dec-2027			✓	✓									✓		
Automotive and Mobility Services and Solutions	Jun-2027	Dec-2027				✓									North America		
Autonomous Operations and Transformation Services	Mar-2027	Dec-2027				✓									✓		
Banking Technology and Services	Jun-2027	Dec-2027			✓	✓									✓		
Contact Center — Customer Experience Services	Jun-2027	Dec-2027		✓		✓				✓							
Future of Work — Services	Jul-2027	Dec-2027		✓	✓				✓				✓	✓	✓		✓
Future of Work — Solutions	Jul-2027	Dec-2027								✓							
Google Cloud Partner Ecosystem	Jun-2027	Dec-2027	✓		✓	✓									✓		
Insurance Platforms	Jun-2027	Dec-2027													✓*		
Intelligent Healthcare Transformation Services	Aug-2027	Dec-2027													✓		
Intelligent Robotics and Physical AI Services	Aug-2027	Dec-2027								✓							
Managed Network Services and Network as a Service (NaaS)	Jun-2027	Dec-2027	✓			✓				✓*					✓		
Multi Public Cloud Services	Jun-2027	Dec-2027	✓*		✓	✓		✓	✓			✓	✓	✓	✓		✓
Multi Public Cloud Solutions	Jul-2027	Dec-2027								✓							
NVIDIA Ecosystem	Jun-2027	Dec-2027													✓		
Oracle Cloud and Technology Ecosystem	Jun-2027	Dec-2027	✓		✓				✓*					UK and Ireland	✓		
Power and Utilities Industry — Services and Solutions	Jul-2027	Dec-2027				✓									North America		
Retail CPG Services	Jul-2027	Dec-2027				✓*									✓*		
Telecom, Media and Entertainment AI-Native Transformation Services	Jun-2027	Dec-2027				EMEA *									North America*		

* New Study/New region

Study Descriptions (Alphabetical)



Aerospace and Defense Services and Solutions

Overview

The ISG Provider Lens® Aerospace and Defense Services and Solutions study evaluates providers supporting the industry's highly regulated and mission-critical value chain. The study covers digital engineering and mission systems services, MRO, asset intelligence and predictive sustainment, supply chain and logistics management, space, autonomous and advanced mobility services. The research considers the way providers combine deep domain knowledge, secure digital engineering, advanced materials, AI, automation and resilient delivery to help aerospace and defense organizations modernize complex programs, meet stringent quality and compliance requirements, improve asset availability and accelerate innovation without compromising on safety or sovereignty.



AI-driven ADM Services

Overview

The ISG Provider Lens® AI-driven ADM Services study evaluates providers transforming application development and management (ADM) through AI, GenAI, intelligent agents, automation and product-centric delivery. The study covers application strategy, modernization, software engineering, testing, quality assurance, maintenance and operations across the software development lifecycle. The research examines how providers use AI to improve requirements analysis, code generation, testing, observability and remediation while strengthening security, governance and developer experience. It helps enterprises select partners that can accelerate delivery, reduce technical debt and improve application resilience at scale.

Study Descriptions (continued)



AI Governance and Trust Services

Overview

The ISG Provider Lens® AI Governance and Trust Services study evaluates service providers that help design, operationalize and continuously govern enterprise AI systems. The study covers AI policies and operating models, model and data risk management, regulatory readiness, privacy, testing, AI assurance, continuous monitoring, explainability, auditability, and human oversight. The research examines providers' ability to combine advisory expertise, governance frameworks, technical controls and managed services, using predictive AI, GenAI and agentic AI. It helps enterprises identify partners capable of supporting responsible AI adoption while maintaining trust, regulatory compliance and operational accountability.



AI-ready Data Modernization Services

Overview

The ISG Provider Lens® AI-ready Data Modernization Services study evaluates service providers that modernize enterprise data and intelligence foundations to enable scalable AI. The study covers data strategy and architecture, migration, engineering, integration, quality, metadata management, semantic layers, data products and real-time pipelines across cloud and hybrid environments. The research examines the way providers prepare structured and unstructured data for analytics, ML, retrieval-augmented generation and agentic applications while enabling trusted, interoperable and AI-ready data ecosystems. It helps enterprises identify partners that can create scalable, accessible and operationally resilient data estates for production AI.

Study Descriptions (continued)



AI-ready Infrastructure

Overview

The ISG Provider Lens® AI-ready Infrastructure study evaluates providers delivering the systems and operational services required to support enterprise AI workloads. The study covers enterprise AI infrastructure systems, originated and validated by hardware providers, alongside AI infrastructure and platform services, delivered through public, private, hybrid, sovereign, dedicated and managed environments. The research assesses accelerated compute, AI-optimized networking and storage, orchestration, security, observability, lifecycle management, cooling readiness, availability, cost transparency, data residency and compliance. It helps enterprises identify providers that can support scalable, governed and cost-efficient AI development; training; fine-tuning; and inference while reducing infrastructure complexity and operational fragmentation.



AI Services in Healthcare

Overview

The ISG Provider Lens® AI Services in Healthcare study evaluates service providers using GenAI and other advanced AI technologies to improve healthcare delivery, operations and patient engagement. The study examines strategy, data and infrastructure enablement, solution development, integration and adoption across clinical decision-making, patient experience, administrative workflows, revenue-cycle activities and compliance. The research considers healthcare domain knowledge, responsible AI controls, interoperability and measurable outcomes in combination, helping payers, healthcare providers and other organizations in the domain identify partners that can scale AI securely in highly regulated environments.

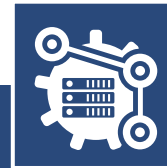
Study Descriptions (continued)



AI Services in Life Sciences

Overview

The ISG Provider Lens® AI Services in Life Sciences study evaluates service providers applying GenAI and advanced AI across research, clinical development, regulatory, manufacturing and commercial functions. The study examines providers' ability to define AI strategies, establish secure data and technology foundations, develop domain-specific solutions and operationalize them at scale. The research considers scientific and industry expertise, responsible AI, privacy, validation and regulatory readiness, helping life sciences organizations identify partners that can accelerate discovery, improve trial and manufacturing processes, strengthen compliance, and enhance stakeholder engagement.



AI-ready Network Transformation Services (former SDN)

Overview

The ISG Provider Lens® AI-ready Network Transformation Services study evaluates service providers that assess, redesign, implement and transition secure, programmable enterprise campus, wide-area and edge networks for AI, data center interconnect, cloud and distributed workloads. The study covers network strategy and architecture, AI-readiness assessment, SD-WAN and cloud-network migration, SASE and secure-access transformation, automation and orchestration, observability integration, and private-network and edge enablement. The research examines end-to-end transformation responsibility, implementation expertise, ecosystem integration and the ability to improve application performance, resilience, security and operational agility. It helps enterprises identify partners that can modernize network estates and establish scalable, AI-ready connectivity foundations with capacity, observability, programmability, security and automation as the core functions.

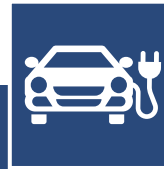
Study Descriptions (continued)



AI Workforce Transformation

Overview

The ISG Provider Lens® AI Workforce Transformation study evaluates service providers that help organizations redesign workforce operating models, roles and skills for effective human-AI collaboration. The study covers workforce strategy and planning, skills, workflow redesign, AI copilots, digital coworkers and agents, AI enablement and learning, change management, adoption and EX. The research examines providers' ability to connect AI deployment with organizational design, responsible use and measurable productivity outcomes. It helps enterprises identify partners capable of scaling AI-enabled ways of working while strengthening workforce readiness, adoption, accountability and long-term organizational resilience.



Automotive and Mobility Services and Solutions

Overview

The ISG Provider Lens® Automotive and Mobility Services and Solutions study evaluates service providers supporting the transformation of vehicle engineering, manufacturing, mobility and customer ecosystems. The study covers intelligent vehicle engineering and manufacturing operations, SDV, ADAS and mobility systems, EV ecosystems, battery and energy transition services, and retail and aftermarket services. The research examines the way providers bring together automotive expertise, software and systems engineering, AI, cloud, data platforms, cybersecurity and sustainable delivery to help OEMs, suppliers and mobility-related organizations accelerate innovation, improve operational resilience and create differentiated products and services.

Study Descriptions (continued)



Autonomous Operations and Transformation Services

Overview

The ISG Provider Lens® Autonomous Operations and Transformation Services study evaluates service providers that orchestrate and transform enterprise operations through automation, AI and agentic systems. The study covers process discovery, AI-native process orchestration, intelligent document processing, decision automation, AI agents, enterprise system integration and managed autonomous operations. The research examines providers' reusable platforms, domain expertise, human-in-the-loop controls, observability and ability to orchestrate AI-based execution across enterprise workflows, business functions and industry value chains. It helps enterprises identify partners capable of advancing services from isolated automation to resilient, adaptive and increasingly autonomous operations with measurable business outcomes.



AWS Ecosystem Partners

Overview

The ISG Provider Lens® AWS Ecosystem Partners study evaluates service providers certified to partner with enterprises to plan, migrate, build, operate and optimize workloads on AWS. The study covers consulting and professional services, cloud modernization, data and AI transformation, managed services, governance and security. The research examines partner specialization, technical depth, accelerators, delivery scale and the ability to operationalize emerging capabilities such as agentic AI while meeting sovereignty, resilience and cost-control requirements. It helps enterprises select partners that can translate AWS technology into sustainable business outcomes.

Study Descriptions (continued)



Contact Center Customer Experience Services

Overview

The ISG Provider Lens® Contact Center Customer Experience Services study evaluates providers offering outsourcing services to operate and transform customer engagements across voice and digital channels. The study covers digital operations, intelligent agent experience, AI-enabled analytics, automation, workforce transformation and end-to-end experience improvement. The research examines the way providers combine technology, talent, process expertise and governance to deliver responsive and personalized interactions that are also compliant. It helps enterprises identify partners that can modernize contact center operations, augment human agents, improve service quality and convert CX into measurable business value.



Cybersecurity Services

Overview

The ISG Provider Lens® Cybersecurity Services study evaluates service providers that secure enterprise IT and OT environments through advisory, engineering, managed security and selected technology services. The study covers cyber strategy and governance, risk and compliance, technical security implementation, next-generation SOC and MDR/continuous assurance, exposure management, data security and post-quantum transition planning. The research helps enterprises identify partners with the intelligence, automation, data security, AI security and AI-enabled delivery capabilities, as well as the operational maturity and regulatory alignment, needed to reduce cyber risks, improve resilience and sustain effective control across distributed environments.

Study Descriptions (continued)



Databricks Ecosystem

Overview

The ISG Provider Lens® Databricks Ecosystem study evaluates service providers that partner with enterprises to build AI-ready data and intelligence platforms using the Databricks platform and Lakehouse architecture. The study covers advisory and architecture, implementation, data engineering, migration, integration, data governance, ML, GenAI, agentic AI and platform managed services. The research examines partner certifications, technical depth, reusable accelerators, industry solutions and the ability to operationalize unified data and AI environments at scale. It helps enterprises identify partners that can reduce platform complexity, accelerate time to value and establish AI-ready data foundations for enterprise transformation.



Digital Banking Technology Services and Solutions

Overview

The ISG Provider Lens® Digital Banking Technology Services and Solutions study evaluates service providers supporting banks in core modernization, payment transformation, open banking, digital channels, risk management and regulatory change. The study covers technology integration, business process services and strategic advisory, as well as midmarket-focused delivery. The research examines providers' ability to combine banking expertise, advanced platforms, data, AI, cloud and resilient operations while meeting region-specific regulatory requirements. It helps banking decision-makers identify partners that can modernize legacy estates, improve CX, strengthen operational resilience and accelerate new digital business models.

Study Descriptions (continued)



Digital Engineering

Overview

The ISG Provider Lens® Digital Engineering study evaluates service providers supporting the end-to-end lifecycle of products, platforms and connected experiences. The study covers design and R&D, product and application engineering, embedded software, intelligent operations, validation, manufacturing support and lifecycle optimization. The research examines the way providers combine domain engineering, AI, digital twins, IoT, cloud, data platforms and automation to accelerate prototyping, improve quality and reduce time to market. It helps enterprises select partners capable of integrating physical and digital engineering across complex product ecosystems.



Digital Sustainability

Overview

The ISG Provider Lens® Digital Sustainability study evaluates service providers using technology and services to make enterprise operations, assets, products, value chains and IT environments increasingly sustainable. The study covers strategy and enablement services, industry-specific services and solutions, OT and IT solutions, data transformation services, and data platforms and managed services.. The research examines the way providers combine domain expertise, data, AI, automation and governance to improve resource efficiency, support circular models, enable climate and energy transitions, manage compliance requirements, and embed environmental and ethical considerations into digital transformation.

Study Descriptions (continued)



Enterprise AI Transformation Services

Overview

The ISG Provider Lens® Enterprise AI Transformation Services study evaluates service providers that help enterprises design, engineer and deploy AI at scale. The study covers AI strategy; operating models, including engineering; solution development; enterprise integration; and AI deployment and operationalization. The research examines providers' ability to design and deploy predictive, prescriptive, generative and agentic AI systems by combining industry expertise and reusable assets to deliver measurable business value. It helps enterprises identify partners capable of embedding AI into enterprise applications, workflows and business operations while delivering scalable and sustainable business outcomes.



Enterprise Service Management Services

Overview

The ISG Provider Lens® Enterprise Service Management Services study evaluates service providers that advise on, implement, integrate, operate and optimize ESM respectively ITSM environments across IT and business functions. The study assesses their ability to establish the service architecture, process discipline, data and knowledge foundations, platform integration and change capabilities required for AI-assisted and agentic operations, covering strategy and operating-model design, multi-platform workflow orchestration, implementation and modernization, managed services, intelligent automation, observability, predictive and self-healing operations, and human-in-the-loop controls for autonomous workflows. The research examines providers' ability in terms of technical depth, interoperability, experience improvement and measurable outcomes. It helps enterprises identify partners that can turn fragmented processes into a connected, resilient and scalable operating fabric for people, systems and AI agents.

Study Descriptions (continued)



Finance & Accounting Platforms

Overview

The ISG Provider Lens® Finance & Accounting (F&A) Platforms study evaluates vendors offering cloud-based platforms, supporting invoice-to-pay (I2P) and order-to-cash (O2C) operations. The study covers invoice processing, accounts payable and payments within I2P, as well as billing, credit, collections, cash application and dispute management within O2C. The research examines providers' ability to foster automation, AI and agentic AI, analytics, ERP integration, data management, controls, enhanced UX and configurability, as well as offer platforms to enable touchless processing, improve working capital and financial visibility, and establish autonomous finance operations.



Finance and Accounting Outsourcing Services

Overview

The ISG Provider Lens® Finance and Accounting Outsourcing (FAO) Services study evaluates service providers that transform and operate finance-related processes, encompassing invoice-to-pay, order-to-cash, record-to-report, tax and financial planning and analysis. The study examines the shift from transaction processing to insight-led, technology-enabled financial operations. The research examines the way providers offer process expertise, automation, analytics, AI, controls and compliance, as well as display the ability to absorb complexities across geographies. It helps enterprises identify partners that can ensure accuracy, increase productivity, enhance cost efficiency and enable decision-making while modernizing the operations of their finance model.

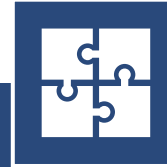
Study Descriptions (continued)



Future of Work Services

Overview

The ISG Provider Lens® Future of Work study evaluates service providers helping enterprises create secure, productive and experience-led work environments. The study helps enterprises identify suitable partners and platforms for hybrid work, employee enablement and continuous improvements in workplace operations by considering the metrics of automation, analytics, security, sustainability, adoption and measurable workforce outcomes. The research evaluates providers of workplace strategy, digital employee experience, collaboration, endpoint and device services, service desks, managed workplace operations, workplace platforms, and AI-enabled productivity services and solutions.



Genesys Ecosystem

Overview

The ISG Provider Lens® Genesys Ecosystem study evaluates service providers and specialist partners that advise on, implement, integrate, customize and operate Genesys CX platforms. The study covers contact center transformation, cloud migration, interaction routing, workforce engagement, analytics, conversational AI, automation, digital channels, integrations and managed services. The research examines Genesys certifications, technical depth, industry expertise, accelerators, geography-specific delivery and the ability to improve CX and EX. It helps enterprises identify ecosystem partners capable of translating Genesys capabilities into secure, scalable and measurable outcomes.

Study Descriptions (continued)



Global Capability Center Services

Overview

The ISG Provider Lens® Global Capability Center (GCC) Services study evaluates service providers that help enterprises establish, operate and optimize global capability centers. The study covers location and operating-model strategy, setup, talent, governance, technology enablement, managed operations and continuous transformation. The research examines providers' ability to combine global delivery, local ecosystem knowledge, specialized skills, innovation programs and performance management. It helps enterprises identify partners that can accelerate the launch of global capability centers, improve operational maturity, build sustainable talent models and transform the centers from cost-focused delivery units to strategic innovation and value hubs.



Google Cloud's AI Partner Ecosystem

Overview

The ISG Provider Lens® Google Cloud Partner Ecosystem study evaluates service providers that advise on, implement, migrate, integrate, manage and optimize Google Cloud environments. The study covers cloud and data platform modernization, analytics, AI-led transformation, managed operations, and enterprise adoption of GenAI and agentic AI, including Google Gemini. The research assesses partner specializations, certifications, industry expertise, accelerators, customer outcomes and the ability to deliver secure, scalable solutions aligned with business objectives. It helps enterprises identify partners that can modernize technology estates and translate cloud, data and AI investments into measurable business value.

Study Descriptions (continued)



Guidewire Ecosystem

Overview

The ISG Provider Lens® Guidewire Ecosystem study evaluates service providers delivering end-to-end services to property and casualty insurers on the Guidewire platform. The study covers advisory, implementation, cloud migration, integration, data conversion, testing, application management and optimization across PolicyCenter, BillingCenter, ClaimCenter and other Guidewire capabilities. The research examines certified expertise, accelerators, delivery experience and the ability to modernize insurance operations while managing complex transformation risks. It helps insurers identify partners that can improve agility, accelerate product development and ensure value realization around Guidewire Cloud investments.



Healthcare Transformation Services

Overview

The ISG Provider Lens® Healthcare Transformation Services study evaluates service providers helping payers and care-delivery organizations modernize operations, technology and patient experiences. The study covers strategy, platform and application modernization, cloud, data and interoperability, automation, AI, cybersecurity, and managed services. The research examines healthcare domain expertise, regulatory readiness, ecosystem integration and the ability to improve clinical, administrative and consumer-facing processes. It helps healthcare organizations identify partners that can reduce operational friction, strengthen resilience and deliver connected, secure and increasingly personalized healthcare services.

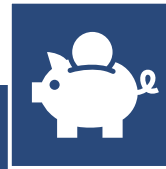
Study Descriptions (continued)



Insurance Platforms

Overview

The ISG Provider Lens® Insurance Platforms study evaluates technology providers offering core software platforms for life and retirement insurers. The study covers policy administration, product configuration, underwriting, billing, claims, customer and distribution management, data and analytics, integration, and cloud deployment. The research examines functional breadth, configurability, ecosystem connectivity, modernization paths, security, regulatory support and the ability to improve time to market and service experience. It helps insurers compare and identify suitable platform vendors that can modernize core operations and support more connected, data-driven insurance models.



Insurance Services — Strategic Capabilities

Overview

Insurance Services — Strategic Capabilities This ISG Provider Lens® Insurance Services — Strategic Capabilities study series explores the evolving ecosystem of service providers supporting the complex and diverse needs of global insurance enterprises. The series assesses their strategic capabilities in addressing the evolving demands of insurance enterprises around security, resilience, decision-making and operations, covering segments such as insurance GCCs and CaaS, GenAI and agentic AI services, insurance services specialists, and digital engineering services. Together, these segments examine the way service providers support insurers in enhancing operational efficiency, accelerating innovation, modernizing digital capabilities and strengthening competitiveness through specialized expertise, advanced technologies and scalable service models.

Study Descriptions (continued)



Life Sciences Contract Research Organization Services

Overview

The ISG Provider Lens® Life Sciences Contract Research Organization (CRO) Services study evaluates service providers supporting contract research organizations and life sciences companies in clinical development. The study covers clinical trial operations, data management, biostatistics, pharmacovigilance, regulatory support, decentralized trials, patient recruitment, digital platforms and managed services. The research examines providers' scientific and therapeutic expertise, global delivery, technology integration, data quality, compliance and ability to improve trial speed and visibility and enhance participant experience. It helps organizations identify partners capable of modernizing contract research operations while maintaining rigorous quality, privacy and regulatory standards.



Life Sciences Digital Services

Overview

The ISG Provider Lens® Life Sciences Digital Services study evaluates service providers supporting pharmaceutical, biotechnology and related organizations across research, clinical development, regulatory mandates, manufacturing, supply chain and commercial operations. The study covers digital strategy, applications, cloud, data and analytics, AI, engineering, cybersecurity and managed services. The research examines scientific and process expertise, validated delivery, regulatory compliance, ecosystem integration and measurable outcomes. It helps life sciences organizations identify partners that can accelerate innovation, improve operational resilience and bring therapies and products to market more efficiently.

Study Descriptions (continued)



Mainframe Services and Solutions

Overview

The ISG Provider Lens® Mainframe Services and Solutions study evaluates service providers helping enterprises operate, optimize and modernize business-critical mainframe environments. The study covers consulting, application modernization, infrastructure and operations, automation, cloud integration, data access, security, skills transformation and mainframe-as-a-service models. The research examines reliability, tooling, modernization pathways, ecosystem capabilities and AI use to improve development and operations. It helps enterprises identify partners that can preserve mainframe resilience while reducing cost, addressing talent constraints and integrating core systems into modern digital architectures.



Managed Network Services (MNS) and Network as a Service (NaaS)

Overview

The ISG Provider Lens® Managed Network Services (MNS) and Network as a Service (NaaS) study evaluates network service providers that provide ongoing operation, assurance, optimization and governance of secure enterprise networks through contracted managed services and subscription- or consumption-based NaaS offerings. For NaaS, this could be a combination of service ownership, lifecycle management and on-demand consumption. The study covers LAN, WLAN, WAN and SD-WAN operations; managed connectivity; managed SASE and secure access operations; multinational service integration; carrier and supplier governance; cloud interconnection and network exchange services; service assurance; and lifecycle management. The research examines global and regional delivery capabilities, AIOps, ITSM integration, observability, closed-loop automation, on-demand provisioning, resilience, sovereignty and SLA accountability in a multi-supplier space. At the global level, materially different delivery responsibilities, business models and GTM approaches are assessed in separate quadrants; regional assessments provide an integrated comparison of relevant network service providers. The study helps enterprises identify partners that can simplify complex network estates and improve service outcomes across cloud, AI and distributed environments.

Study Descriptions (continued)



Manufacturing Industry Services

Overview

The ISG Provider Lens® Manufacturing Industry Services study evaluates service providers supporting manufacturers across product engineering, smart factories, supply chains, enterprise systems and customer operations. The study covers consulting, digital engineering, OT and IT integration, cloud, data, AI (including physical AI), automation, cybersecurity and managed services. The research examines sector and process expertise, global delivery capabilities, ecosystem strength and the ability to integrate shop-floor and enterprise transformation. It helps manufacturers identify partners that can improve productivity, quality, resilience, sustainability and speed-to-market across discrete and process industries.



Medical Device Digital Services

Overview

The ISG Provider Lens® Medical Device Digital Services study evaluates service providers supporting the design, development, regulatory approval, manufacturing and lifecycle management of connected medical devices. The study covers product engineering, embedded software, cloud and IoT platforms, data and AI, digital twins, cybersecurity, quality engineering and post-market services. The research examines medical device expertise, regulatory compliance, interoperability, validation and secure product delivery. It helps manufacturers identify partners that can accelerate innovation, improve product quality and enable connected, patient-centric solutions while meeting stringent safety and privacy requirements.

Study Descriptions (continued)



Microsoft AI and Cloud Ecosystem

Overview

The ISG Provider Lens® Microsoft AI and Cloud Ecosystem study evaluates service providers that help enterprises adopt and integrate Microsoft's cloud, data, AI, business applications and workplace technologies. The study covers strategy, migration, implementation, application modernization, data platforms, Copilot and agent solutions, security, managed services and industry transformation. The research examines Microsoft specializations, technical depth, accelerators, delivery scale and the ability to integrate capabilities across Azure, Microsoft 365, Dynamics 365, Fabric and Power Platform into business process and productivity services. It helps enterprises identify partners that can convert a broad Microsoft estate into coherent business value.



Multi Public Cloud

Overview

The ISG Provider Lens® Multi Public Cloud study evaluates service providers and technology solution providers that help enterprises adopt, operate and govern workloads across multiple hyperscale and regional public clouds, including sovereign public cloud offerings. The study covers strategy and workload placement, migration, modernization, platform engineering, managed cloud operations, observability, security, FinOps, cloud management platforms and cloud governance for conventional and AI workloads. The research assesses these provider types in distinct comparison segments, examining interoperability, portability and exit readiness, sovereignty and compliance, resilience, AI-driven and agentic automation within cloud operations and the ability to deliver measurable business outcomes. It helps enterprises identify partners and platforms to reduce multicloud complexity, improve cost and performance transparency and scale secure cloud-native and AI workloads.

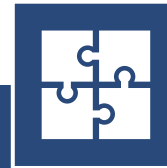
Study Descriptions (continued)



NVIDIA Ecosystem

Overview

The ISG Provider Lens® NVIDIA Ecosystem study evaluates service providers that help enterprises design, deploy and operate accelerated computing and AI environments based on NVIDIA technologies. The study covers strategy, infrastructure integration, AI software and model enablement, industry solutions, digital twins, robotics and managed services. The research examines technical certifications, engineering depth, ecosystem collaboration, reusable solutions and the ability to move AI workloads from experimentation to production. It helps enterprises identify partners that can combine NVIDIA platforms with data, cloud and domain capabilities to deliver scalable AI outcomes.



OpenAI Services Ecosystem

Overview

The ISG Provider Lens® OpenAI Services Ecosystem study evaluates service providers and specialist partners that design, operationalize and manage enterprise solutions using OpenAI technologies. The study covers advisory and architecture, use case design, model and API integration, AI-ready data integration, retrieval-augmented generation, agentic applications, testing, enterprise controls and managed services for ongoing monitoring and enhancements. The research examines technical depth, reusable accelerators, industry expertise and the ability to industrialize enterprise AI solutions at scale using the OpenAI ecosystem. It helps enterprises identify partners capable of converting OpenAI capabilities into scalable, reliable and measurable business outcomes.

Study Descriptions (continued)



Oracle AI and Cloud Ecosystem

Overview

The ISG Provider Lens® Oracle AI and Cloud Ecosystem study evaluates service providers across Oracle's applications, including Fusion Apps, data, AI and distributed cloud offerings. The study covers advisory, migration, implementation, integration and modernization; GenAI and agentic AI; and managed operations, security, resilience, FinOps and optimization. Environments include OCI, Oracle AI Database, Exadata, Cloud@Customer, sovereign cloud deployments and Oracle database services on AWS, Azure and Google Cloud. The research assesses Oracle expertise, delivery scale, industry knowledge, accelerators, responsible AI practices and demonstrated outcomes, with a focus on helping enterprises modernize critical environments and maximize measurable value from Oracle investments.



Palantir Ecosystem Partners

Overview

The ISG Provider Lens® Palantir Ecosystem Partners study evaluates service providers helping enterprises implement and scale data and AI transformation using Palantir Foundry and AIP. The study covers advisory and architecture, data integration, ontology design, application development, operational AI deployment, change enablement and managed services. The research examines providers' Palantir expertise, industry use cases, delivery maturity, operational governance and the ability to connect data, AI and operational workflows. It helps enterprises identify partners capable of transforming complex data environments into AI-driven operational workflows and measurable outcomes across commercial and government operations.

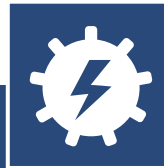
Study Descriptions (continued)



Payroll Managed Services

Overview

The ISG Provider Lens® Payroll Managed Services study evaluates service providers operating domestic, regional and global payroll processes for enterprises. The study covers payroll administration, tax and statutory compliance, employee support, platform integration, data management, reporting and continuous optimization. The research examines geographic coverage, local expertise, service governance, security, automation, analytics and the ability to deliver accurate and resilient payroll at scale. It helps enterprises identify partners that can reduce operational complexity, improve compliance and EX, and modernize payroll as part of broader HR transformation programs.



Power and Utilities Industry Services

Overview

The ISG Provider Lens® Power and Utilities Industry Services study evaluates service providers supporting utilities through energy transition, enterprise asset management, grid modernization, customer transformation and operational digitalization. The study covers consulting, engineering, OT and IT integration, grid management, smart metering, asset management, CX and CIS, cybersecurity, enterprise platforms, managed services and cloud, data and AI. The research examines sector expertise, regulatory alignment, resilience, sustainability and the ability to modernize critical infrastructure. It helps utilities identify partners that can improve grid reliability, operating efficiency, customer engagement and readiness for distributed and low-carbon energy systems.

Study Descriptions (continued)



Private/Hybrid Cloud and Data Center (PHCDC)

Overview

The ISG Provider Lens® Private/Hybrid Cloud and Data Center study evaluates service providers that help enterprises modernize and operate private cloud, hybrid infrastructure and data center environments. The study covers consulting, migration, workload repatriation and transformation, including virtualization platform modernization, in addition to managed private and hybrid cloud, colocation and hosting services across sovereign and edge environments. On the technology side, it encompasses hybrid cloud management, software-defined and hyperconverged infrastructure and consumption-based on-premises platforms. The research assesses service providers and technology solution providers in distinct comparison segments, examining automation, security, interoperability, availability and resilience, energy efficiency and sustainability, power and cooling readiness for high-density AI workloads, and end-to-end workload lifecycle management. It helps enterprises identify suitable partners and platforms to modernize infrastructure; improve resilience; and establish consistent operating models across on-premises, colocation, private and public cloud and edge environments.



Procurement Services

Overview

The ISG Provider Lens® Procurement Services study evaluates service providers that transform and operate source-to-pay activities across strategic sourcing, category management, supplier management, procurement operations and supporting technology. The study examines the way providers combine domain expertise, market intelligence, analytics, AI and automation to improve spend visibility, savings, risk management and stakeholder experience. The research also considers governance, global delivery and the ability to integrate procurement with finance and supply chain processes. It helps enterprises identify partners that can build more agile, intelligent and resilient procurement functions.

Study Descriptions (continued)



Public Sector Services and Solutions

Overview

The ISG Provider Lens® Public Sector Services and Solutions study evaluates service providers supporting government and public sector organizations through strategy, modernization and managed delivery services. The study covers sovereign AI, data and digital government, and citizen experience services for national, regional and local authorities. The research examines public sector expertise, accessibility, security, sovereignty, procurement and regulatory requirements. It helps public sector organizations identify partners that can improve citizen and employee services, modernize legacy estates and enable resilient, responsible digital government.



Retail and CPG Services

Overview

The ISG Provider Lens® Retail and CPG Services study evaluates service providers that help retailers and CPG companies transform business operations and customer engagement. The study covers digital business strategy, commerce, CX, product and merchandising, supply chain, store operations, core application modernization, cloud, data, AI and managed services. The research examines industry expertise, transformation capabilities, innovation, integration and the ability to sustain operational improvement. It helps enterprises identify partners that can improve agility, personalize engagement, strengthen order fulfillment and create resilient, data-driven retail and CPG operating models.

Study Descriptions (continued)



Industrial and Physical AI Services

Overview

The ISG Provider Lens® Industrial and Physical AI Services study evaluates technology service providers, systems integrators and digital engineering firms that design, build and scale intelligent operational environments. Moving beyond siloed analytics, this cross-industry study examines providers' capabilities to bridge the digital-to-physical divide by integrating core enterprise data engines (Industrial AI) with hardware-embedded, context-aware machinery, autonomous systems and edge robotics (Physical AI). The research examines safety, reliability, interoperability, data and model governance, deployment scale and industry-specific expertise. It helps enterprises identify partners capable of applying physical AI to manufacturing, logistics, field operations and other environments where digital intelligence must interact safely with physical assets and people.

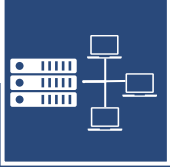


Salesforce Ecosystem Partners

Overview

The ISG Provider Lens® Salesforce Ecosystem Partners study evaluates service providers that advise on, implement, integrate, manage and optimize Salesforce environments. The study covers agentic CRM transformation, industry cloud solutions, Data 360, integration and interoperability, analytics, automation, AI and Agentforce 360-enabled solutions across sales, service, marketing and other business functions. The research examines certifications, platform depth, accelerators, industry expertise, AI governance, change enablement and managed services maturity. It helps enterprises identify partners that can connect customer data and workflows, improve adoption and transform Salesforce investments into measurable growth and experience outcomes as they progress toward an agentic enterprise.

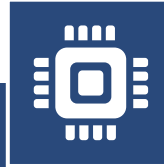
Study Descriptions (continued)



SAP Ecosystem

Overview

The ISG Provider Lens® SAP Ecosystem study evaluates SAP service providers that help enterprises modernize, implement, integrate, operate and optimize SAP environments and related business processes. The study covers SAP Cloud ERP across public and private cloud models, including partner capabilities supporting RISE with SAP and GROW with SAP. It also evaluates SAP Business AI Platform capabilities spanning SAP BTP, SAP Business Data Cloud, SAP Business AI and Joule-based automation and agents. The research examines certified technical and functional expertise, migration and transformation assets, clean core and extensibility approaches, industry and localization capabilities, managed services, delivery capacity and organizational change. It helps enterprises identify partners that can reduce transformation risk, address regional requirements, accelerate cloud and AI adoption, and generate sustained value from SAP investments.



Semiconductor Industry Services and Solutions

Overview

The ISG Provider Lens® Semiconductor Industry Services and Solutions study evaluates service providers supporting semiconductor enterprises across design, engineering, manufacturing, supply chain and business transformation stages. The study covers chip design, test and verification, product engineering, smart manufacturing, data and AI, cloud, enterprise applications and operational services. The research examines domain depth, engineering talent, ecosystem relationships, IP and accelerators, security and global delivery. It helps enterprises identify partners that can minimize innovation cycles, improve yield and resilience, and support increasingly complex technology value chains.

Study Descriptions (continued)



ServiceNow Ecosystem Partners

Overview

The ISG Provider Lens® ServiceNow Ecosystem Partners study evaluates service providers that advise on, implement, integrate, manage and optimize the ServiceNow AI platform across IT and business workflows. The study covers transformation consulting, platform engineering, workflow automation, AI agents and agent lifecycle operations, data foundations, employee and customer experience, security operations, industry solutions and managed services. The research examines certifications, platform depth, accelerators, AI governance and control, cross-platform orchestration and the ability to deliver measurable workflow outcomes. It helps enterprises identify partners that can scale governed autonomy on ServiceNow and establish connected, intelligent operations across organizational functions.

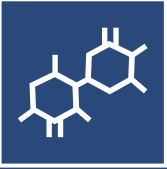


Snowflake Ecosystem Partners

Overview

The ISG Provider Lens® Snowflake Ecosystem Partners study evaluates service providers that help enterprises implement and expand the Snowflake AI Data Cloud. The study covers advisory and architecture, migration, data engineering, integration, AI-ready analytics, application development, ML, GenAI and managed services across multicloud environments. The research examines Snowflake certifications, technical depth, reusable accelerators, industry solutions and the ability to operationalize secure data collaboration and AI workloads. It helps enterprises identify partners that can modernize data estates, enable trusted data access and accelerate business value from Snowflake investments.

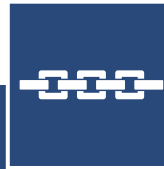
Study Descriptions (continued)



Specialty Analytics and AI - Retail and CPG

Overview

The ISG Provider Lens® Specialty Analytics and AI - Retail and CPG study evaluates service providers offering industry-specific analytics and AI capabilities for retail and CPG enterprises. The study covers customer intelligence, personalization, pricing, merchandising, demand forecasting, campaigns, store operations, product analytics and supply chain decision support. The research examines providers' ability to integrate real-time, transactional, IoT and customer data; develop and scale ML and GenAI solutions; and apply responsible governance. It helps enterprises identify partners that can improve customer engagement, operational decisions, revenue performance and resilience through applied analytics.



Supply Chain Services

Overview

The ISG Provider Lens® Supply Chain Services study evaluates service providers that design, transform and operate end-to-end supply chain processes. The study covers strategy and planning, sourcing, logistics, inventory, warehousing, order fulfillment, supplier collaboration and managed operations. The research examines the way providers combine domain expertise, control towers, data platforms, analytics, AI, automation and ecosystem integration to improve visibility and coordinated decision-making. It helps enterprises identify partners that can reduce disruption exposure, balance cost and service, improve sustainability and build more adaptive and resilient supply networks.

Study Descriptions (continued)



Telecom and Media

Overview

The ISG Provider Lens® Telecom and Media study evaluates service providers that enable telecom and media enterprises to progress from isolated AI initiatives to production-scale, AI-native, platform-centric and ecosystem-driven operating models. The study covers network, product and platform engineering; autonomous operations; customer and revenue management; content and media workflows; data, AI and cloud modernization; enterprise transformation; and monetization. The research assesses sector expertise, reusable intellectual property, interoperability, responsible AI practices, automation maturity, delivery scale and measurable value realization. It helps enterprises identify partners capable of integrating network, technology and business domains to improve efficiency, accelerate innovation and create differentiated services, experiences and revenue models.



Travel and Transportation

Overview

The ISG Provider Lens® Travel and Transportation study evaluates service providers supporting airlines, airports, rail, logistics, mobility, hospitality and related travel ecosystems. The study covers digital strategy, customer and passenger experience, reservations and commerce, operations, asset and fleet management, supply chains, data and AI, cloud, cybersecurity and managed services. The research examines industry expertise, integration capabilities, operational resilience, sustainability and the ability to modernize mission-critical platforms. It helps enterprises identify partners that can improve service reliability, personalize journeys, optimize assets and operations, and support more connected, efficient travel and transportation networks.

Study Descriptions (continued)



UKG Ecosystem

Overview

The ISG Provider Lens® UKG Ecosystem study evaluates service providers that help enterprises implement, integrate, manage and optimize UKG human capital and workforce management solutions. The study covers transformation advisory, deployment, data migration, workforce integration, experience design, analytics, AI-enabled capabilities and application managed services. The research examines UKG certifications, functional and technical expertise, regional compliance, accelerators and change enablement. It helps enterprises identify partners that can modernize HR and workforce operations, improve EX and generate sustained value from UKG investments.



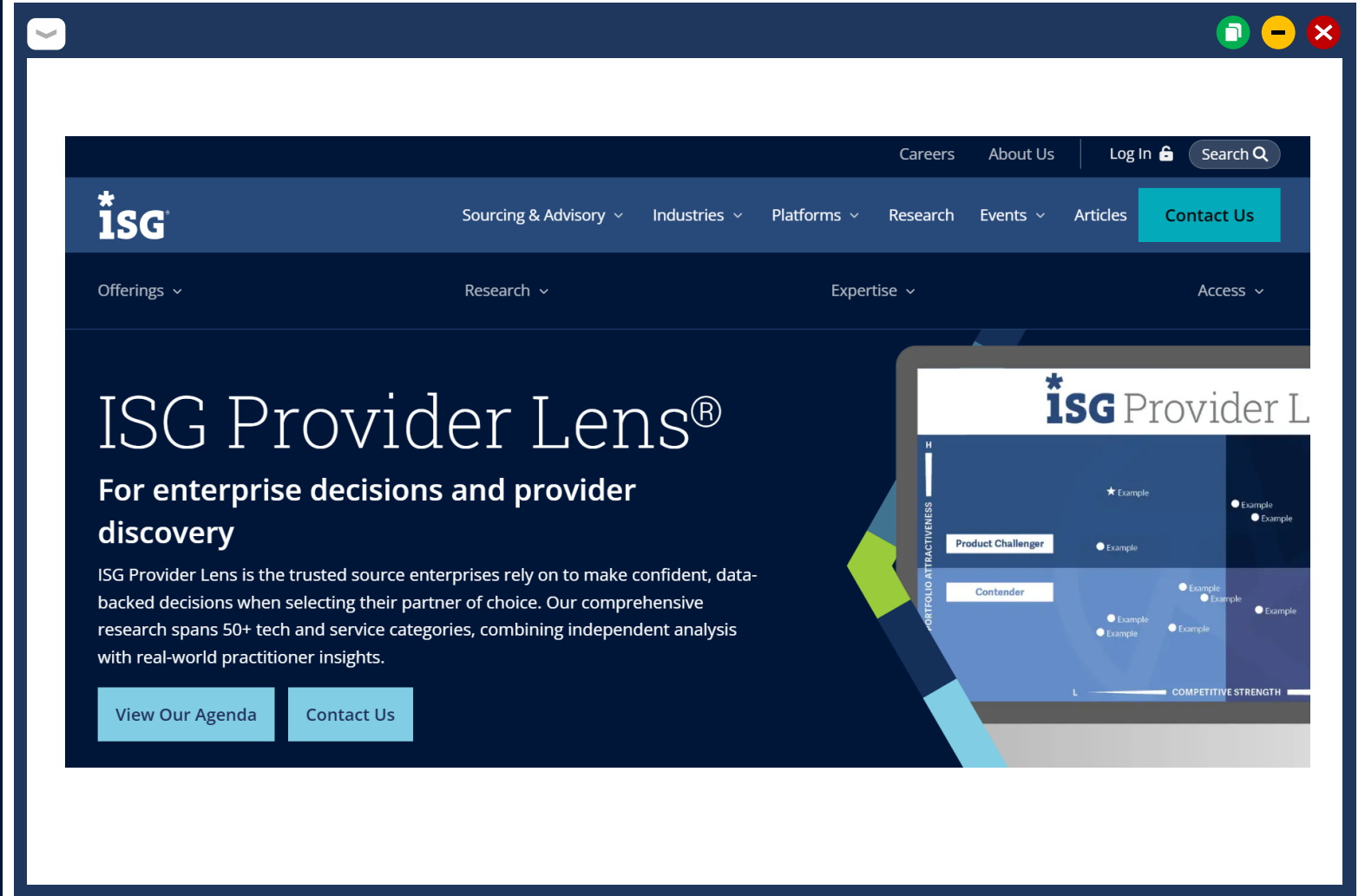
Workday Ecosystem

Overview

The ISG Provider Lens® Workday Ecosystem study evaluates service providers that help enterprises transform, deploy, integrate, operate and optimize Workday solutions. The study covers strategy, HCM and finance transformation, implementation, data migration, integration, application management, optimization and innovation using Workday's platform, analytics and AI capabilities. The research examines Workday certifications, functional and technical expertise, accelerators, geographic reach, custom solutions and change enablement. It helps enterprises identify partners that can consult on operating model redesign for agentic enterprises, reduce implementation risk, improve adoption and create sustained business value from Workday investments.

Points to Note

1. Please note that the quadrant names mentioned in this plan may not be final. These are subject to change based on market dynamics, advisors' inputs, clients' inputs and analysts' views.
2. With the start of the research phase for each study, the launch email will include a project brochure. This brochure will not only contain the final quadrant names, topic descriptions, and analyst names for each region, but it will also serve as a unified agenda. It will provide information on all ISG offerings related to that particular topic, such as ISG Provider Lens®, ProBenchmark®, Market Lens, Buyer's Guide, and events.
3. The timeline is indicative and is subject to change.
4. The dates of research phase will be included in the project brochure.
5. Study brochures will also contain the names of the project manager who will be the key liaison between providers and analysts. They will be the first point of contact for all providers during and after the research phase.
6. For further details please visit [ISG website](#).



About ISG Provider Lens®

ISG Provider Lens® delivers leading-edge and actionable research and consulting services across business processes, IT services and technology. These reports focus on providing independent vendor/service provider evaluations, outlining strengths and weaknesses of the companies that are positioned relative to their peers in the market. These reports provide influential insights to enterprises and are widely accessed by our large pool of advisors who are actively supporting enterprises to transform and optimize their operational environments.

Often a starting point of discussion, ISG Provider Lens® reports play a vital role as decision influencers for enterprises looking to outsource to a suitable service provider or find the right technology partner. To enable these insights and decisions, the data captured from providers through primary or secondary research will translate into ISG Provider Lens® Quadrant Reports and ISG Provider Lens® Archetype Reports.

Why ISG Provider Lens®?

ISG Provider Lens® is uniquely positioned to deliver a well-rounded research, leveraging a vast ecosystem of multiple stakeholders to gather intelligence and provide insights. Adopting a 360-degree approach, ISG Provider Lens® gives several reasons for your company to participate in our research.



Growing pool of well-connected and industry-leading analysts



800+ ISG advisors bring practitioners' views and insights to complement our findings



Country-level research to help enterprises establish local partnerships and identify localized capabilities



Reports are extensively leveraged by ISG advisors to support client engagements



Vast coverage of topics spanning IT, Business Transformation and Intelligent Services and industry verticals that helps highlight niche capabilities



Create lasting impressions with our corporate marketing social presence that has | 30K+ connections



Our new *Star of the Excellence™* program integrates with ISG Provider Lens® and feeds our research with enterprise client insights and feedback



Research leverages ISG's proprietary databases for provider evaluation and analysis

ISG Provider Lens® Research Coverage

3321+

Service providers
and technology
companies analyzed

77+

Service lines
and technology
topics covered

21

Geographies
covered

718+

Quadrant
reports

2899+

Individual quadrants
and archetypes
published

6

Months intense
research cycle

12

Months annual
publication

Practice Leaders Involvement

ISG Provider Lens® research includes advisors and consultants from industry and technology practices worldwide. ISG advisors work with private and public sector clients to determine a future vision and lead rapid change, to realize the value of digital investments, at scale. The advisory practice helps clients achieve operational excellence and rapid growth. Advisor involvement in IPL supplements the primary and secondary research conducted on service and technology providers, with field experience. More than 100 advisors participate; hence, on an average, there are three advisors for each study. For each of these studies, the advisors collaborate with analysts to update market trends, define the study's scope, select suitable survey questions, validate the companies to be invited to participate in the study, and engage in briefings and review analyses.

Quadrant Methodology

ISG Provider Lens® quadrant evaluation framework is robust and adopts a systematic approach to arrive at the final scoring. Based on the scoring and relative positioning, the companies are identified as Leaders, Challengers, Contenders or Rising Stars.

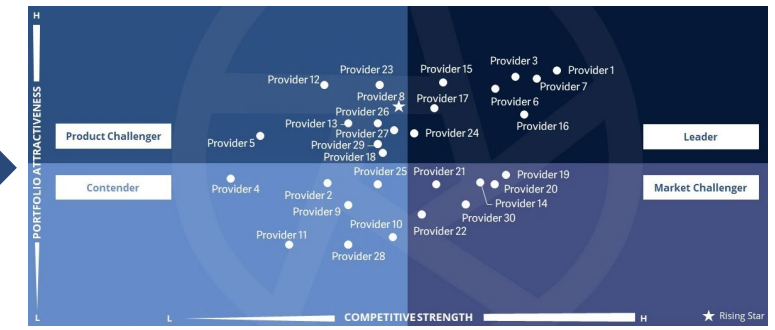
ISG compares and positions service providers in a graphical presentation based on the strength of their service portfolio and market competitiveness. These studies are conducted across multiple regions and encompass multiple service lines in the fields of ITO and Business Transformation and Intelligent Services, spanning industry-specific domains and partner ecosystems.

NOTE: The key parameters are highlighted per the standard methodology. There will be variations in parameters, depending on the topic of evaluation. ISG does not disclose the weightage for any of the parameters; it depends on individual analysts and studies.

ISG Provider Lens® Quadrant Reports

Y axis = Portfolio attractiveness

- Scope of portfolio (breadth & depth of offering)
- Portfolio quality (technology/skills, USP and security)
- Strategy & vision (product roadmap, thought leadership and investments)
- Local characteristics (product support and infrastructure)



X axis = Competitive strength

- Market position (revenues, clients, FTE & growth, contracts, recent deals won and delivery locations)
- Brand reputation (awareness, website, social media presence, awards and accolades, advisor inputs and customer experience)
- Core competencies (innovative power, stability, ecosystem, business model and case studies)
- Go to market (sales, sales channel, marketing, partnerships and M&A)

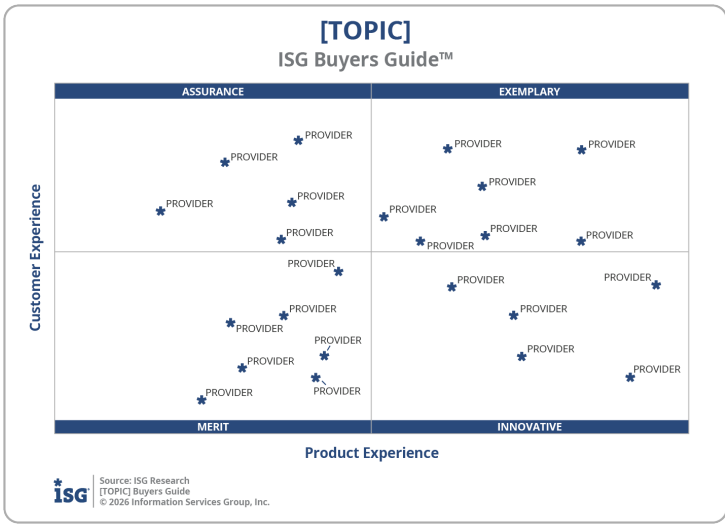
Quadrant Report Characteristics

- Each report identifies a maximum of 5 to 6 quadrants
- Topics span across Digital Infrastructure and Intelligent Operations, Business Transformation and Intelligent Services, encompassing industry-specific domains and partner ecosystems
- Complemented with a global overview summarizing global enterprise trends
- Transparent methodology that follows the market definition and criteria
- Focus on region- or country-specific nuances
- Emphasis on local and niche players

ISG Buyers Guide™

- The ISG Buyers Guide™ provides a balanced perspective on software providers and products, aimed at understanding enterprise requirements. Our research methodology and decades of experience enable our buyers guide to understand, assess and select software providers and products effectively. Research ratings contribute to our comprehensive approach to assessing software providers and is based on how an enterprise would undertake assessments.
- The ISG Buyers Guide™ evaluates software providers and products on two key categories, Product Experience and Customer experience, weighted to reflect buyers’ needs and based on our expertise and research. Product Experience includes the subcategories Capability and Platform. Based on performance, the ISG Buyers Guide™ quadrants categorize the providers into Exemplary, Innovative, Assurance and Merit.
- ISG Research believes that an objective review of providers is a critical business strategy to help enterprises adopt and implement software and products. Any review of a software provider should include a thorough analysis of both what is possible and what is relevant. The buyers’ guides align with ISG Research’s market research agenda in vertical industries, business, AI and IT sectors. In 2027, more than 80 reports will be published in these areas.

Buyers Guide Quadrant



TOPIC Provider

Designation

Category	Performance	Grade
Overall	00.0%	X
Product	00.0%	X
Capability	00.0%	X
Platform	Leader 00.0%	X
Customer	00.0%	X

Source: ISG Research
TOPIC Buyers Guide
© 2026 Information Services Group, Inc.

Provider Ranking

[TOPIC] Overall

Providers	Grade	Performance
[PROVIDER]	X	Leader 00.0%
[PROVIDER]	X	Leader 00.0%
[PROVIDER]	X	Leader 00.0%
[PROVIDER]	X	00.0%
[PROVIDER]	X	00.0%
[PROVIDER]	X	00.0%
[PROVIDER]	X	00.0%
[PROVIDER]	X	00.0%
[PROVIDER]	X	00.0%
[PROVIDER]	X	00.0%
[PROVIDER]	X	00.0%

Source: ISG Research
[TOPIC] Buyers Guide
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Category Ranking

Strategic Insights – A Provider Market Activation Program

An evidence-based view of where providers stand, where they can win and which contracts to pursue

- 1 CAPABILITY MIRROR
- 2 CUSTOM MARKET BENCHMARK
- 3 BUYER REALITY
- 4 TILE-BY-TILE RANK
- 5 PURSUIT PLAN



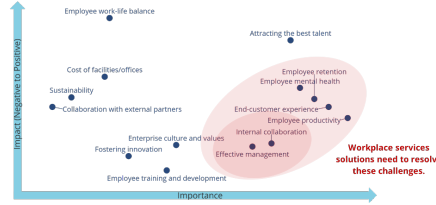
Assess all 36 mosaic capabilities for each priority market

Independent view of capability depth versus market expectations



Build a tailored ISG Provider Lens® view against up to 10 competitors

Strengths, weaknesses and cautions versus chosen and relevant competitors



Enterprise survey evidence and CX positioning where required

What buyers value, who they use and comparable provider experiences



Translate the evidence into a top 10 position for each mosaic tile

A sourcing-specific view of likely competitors and relative positioning

RENEWAL WINDOW

Enterprise A	12 mo
Enterprise B	24 mo
Enterprise C	31 mo

Match strengths and whitespace for renewing contracts

A focused strategy, market view and named pursuable opportunities

DELIVERY IN A 3-4 HOUR WORKSHOP

A clear fact base for competitive positioning, portfolio choices and account pursuits

Market Assessment

36-point independent capability handout

Competitor Assessment

Quadrants, competitor strengths and cautions

Buyer Behavior

Survey portal and data access where included

Market Activation Assets

PowerPoint outputs, pursuit plan and table mat action plans

ISG Provider Lens® – Our Data Sources

ISG Provider Lens® research studies analyze relevant software vendors/service providers in a particular market, based on a multi-phased research and analysis process, and position these providers based on the ISG research methodology. For both quadrant and archetype reports, the evaluation framework takes the following into consideration:

- Primary research: Survey input from service providers/vendors
- Secondary research: Desk research on publicly available data
- Advisory input: Thoughts/inputs from ISG advisors
- Star of Excellence™: Client feedback about the company on multiple parameters
- ISG internal, proprietary database: For example, deal information

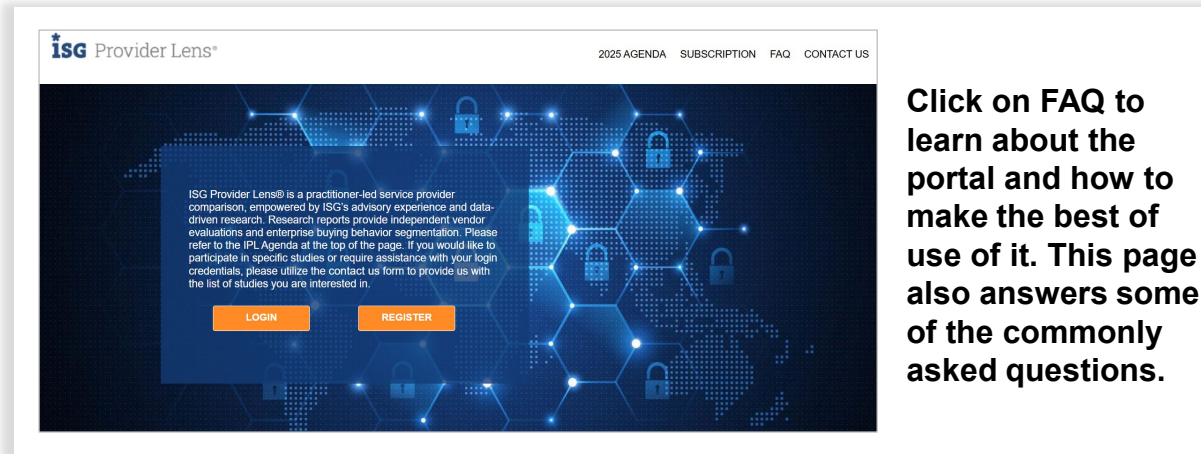
Some service providers/vendors may choose not to or are unable to provide primary data to ISG. Therefore, the research team must rely completely on the other four data sources to complete the analysis. ISG does not reveal the service providers/vendors that fall into this category.



ISG Provider Lens® Portal

ISG Provider Lens® launched the data collection portal to provide continuous access to providers responding to our surveys and enable increased collaboration. This uniquely designed portal allows users to respond to our surveys more effectively by giving them complete visibility and control over data throughout the year.

In addition to enabling over 800 ISG advisors with the latest data points, the portal also engages with and offers a self-service-platform that providers can use to submit or simply update IPL-study-related information in terms of revenue, team size, qualifications, service and product capabilities, case-studies-related references, and roadmap items.



Click on FAQ to learn about the portal and how to make the best of use of it. This page also answers some of the commonly asked questions.

Note:

- **Advisors do not access the portal:** Our internal advisors do not have access to the portal. All data requests are channeled via the Candidate Provider Qualification (CPQ) and Provider Lens programs. CPQ and ISG Provider Lens® analysts work closely to address advisor requests in the most plausible way.
- **Access:** By default, SPOCs registered with us are given access to the portal. Multiple users can be granted access, and the same will be done upon request.
- **Research phase:** The data entry window for a study is typically open for a period of six weeks. Once the submission of data is completed on the portal, the **SUBMIT** button changes to **UPDATE**. This implies that you are welcome to update any data point, any time of the year. However, the updated data will NOT be considered for evaluation post the closure of the research phase.

Portal Benefits



Access to excel version questionnaire

We understand that Excel continues to be a critical survey tool for internal data collection. The portal allows users to download the Excel questionnaire for internal distribution. However, all final responses must be submitted through the portal.



24/7 access

Respondents can access the portal anytime throughout the year and are also allowed to make changes to the survey during this period.



Visibility

The IPL Portal dashboard is designed to give complete visibility about the studies, participation and new launches.



Preloaded data from the last cycle

For studies that are repeated year on year, responses from the previous cycle are made available to the respondents when the studies are launched again. This feature will save a user's time significantly by allowing them to update the data wherever necessary.



Latest and greatest data

The portal allows users to update the data with the latest information throughout the year. This helps us provide the latest data to our advisors for their client engagements. This portal is a great medium to keep our analysts and advisors updated with the latest information about your company.

Candidate Provider Qualification Program

The Candidate Provider Qualification (CPQ) process is a key component of the ISG FutureSource™ methodology. The objective of the CPQ process is to identify providers qualified to provide in-scope services for a client and facilitate strong conversations between an ISG advisor and their clients on providers that should be included in the ISG FutureSource™ process. As a part of this program, ISG advisors are provided with a list of relevant service providers to create an initial recommendation or longlist for their enterprise engagements. Based on the requirements and maturity of enterprise clients, the CPQ team highlights the related strengths and weaknesses of the selected service providers, along with their profiles, case studies and market experiences, to support their recommendations.

How Does it Work

After gaining an understanding of clients' objectives via the CAS Outcome and Scope phase of the FutureSource™ process, the ISG Project Director submits a request to the CPQ team.

- The CPQ and ISG project teams collaborate to understand the nuances of the scope of work, incumbents and enterprise expectations.
- Providers with the right set of capabilities, market experience and track record of client success are identified using the research insights described on the right.
- Typically, a longlist includes approximately 20 service providers and serves as the base for subsequent discussions to create a shortlist.
- If required, the CPQ team conducts additional research to support the specific needs of a client — this may include reaching out to a provider's advisor relations team for additional information.

The CPQ team provides the ISG project team with a client-facing deliverable that is used to support shortlisting discussions with an enterprise client.

ISG Research has **rich data** to support longlisting and shortlisting discussions with enterprise clients.

ISG Research tracks more than **3,500 providers** across multiple service lines.

No one **knows** the provider market as well as ISG.



The CPQ Process Leverages a Variety of ISG Data Sources to Identify Qualified Providers and Answers 3 Primary Questions



Who has the capabilities to deliver for my client?

1

- ISG Provider Lens® research studies; 65+ Studies planned for 2027
- Analyst and advisor briefings
- ISG advisor experience and peer insights



How often and where have they delivered similar services?

2

- ISG Contract KnowledgeBase™
- ISG Research tracks more than 280,000 contracts signed between enterprises and service providers



How well have they performed when delivering similar services?

3

- Case Study Research and Awards
- ISG Paragon Awards
- ISG Star of Excellence™

References

Note: ISG Provider Lens® reports and data collected actively support the initial qualifying phase of the CPQ process - identifying providers with the capabilities to deliver for a client. Participation in the ISG Provider Lens® research studies significantly increases your company's visibility among ISG advisors and enterprise clients. Also, participation increases the probability of your inclusion in longlists, especially when your firm's capabilities align with a client's needs. Please note that participation does not automatically guarantee inclusion in the final recommendations to an enterprise client. The shortlisting of companies is left to the discretion of advisors and enterprise clients.

ISG Star of Excellence™



ISG's Voice of Customer research program recognizes **exceptional enterprise client experiences** with service providers, based on direct feedback from enterprise clients. The survey is designed to assess client experience across six key customer experience pillars.



Customer Experience Pillars



Collaboration
and
Transparency



Execution
and
Delivery



People
and
Cultural Fit



Governance
and
Compliance



Innovation and
Thought
Leadership



Business
Continuity
and Flexibility



Benefits of Participation

- **Opportunity to influence IPL positioning:** As part of the IPL research process, client feedback enables IPL analysts to make more informed evaluations and positioning decisions. At least three client responses must be received by the RFI submission deadline for consideration in the respective IPL study evaluation.
- **Advisor Engagements:** Client responses are also used as inputs for ISG sourcing advisors as part of the CPQ process.

All data is treated as confidential and anonymized, with insights shared only in aggregated form. It is used for IPL evaluations, CPQ processes, and reports, with relevant scores shared only with the respective providers.



How to Engage with SoE?

- Providers nominate clients via the [nomination webpage](#) by submitting client details
- Customized survey invitations are sent directly to nominated clients
- ISG also collects data independently to ensure unbiased evaluation



Star of Excellence Awards

- **Annual Star of Excellence™ Awards:** Recognize providers with the highest CX scores across categories at the end of each year
- **CX Star Performer:** Recognizes the provider with the highest CX score in each category (IPL study) at the end of every ISG Provider Lens® report cycle

For more information, contact: ISG.SoE@isg-one.com

All you Need to know About the ISG Provider Lens® Report Process



Kick-off and Research Phase

- ISG Provider Lens® analysts, in collaboration with ISG advisors, determine the quadrant definitions and the eligibility criteria for the study with inputs from providers in the space.
- This collaboration exercise, called the Communities of Interest, involves ISG soliciting feedback from various communities.
- Launch emails are sent with login details for the portal, and study brochures are developed with all the details pertaining to the study like quadrant names, timelines, analysts and eligibility criteria.
- Providers are given 4 weeks to submit information via structured questionnaires.
- During this phase, the providers are encouraged to proactively suggest dates for briefing to avoid probable delays.
- Once the data has been submitted on the portal, this represents the data that will be considered for evaluation.
- Briefing calls and decks add significant value to research and report writing.



Sneak Previews

- The primary purpose of the sneak preview is to announce and present the results of the study and ensure correct representation of the textual facts about the vendor/service provider. A fact check window will be open, and each provider identified as a Leader/Rising Star will be allowed to make any recommended changes for their content within 72 to 120 hours (3 to 5 days), post which the write-ups will be considered final, and no further changes will be entertained after the window gets closed.
- Sneak previews are 30-to-60-minute telephonic conferences with the ISG analysts and account managers to explain the ISG Provider Lens® study results for the Leaders/Rising Stars of respective quadrant or archetype.
- All results, calculations and assumptions presented within the sneak previews are ISG's confidential information, safeguarded under the Act Against Unfair Practices and copyright law. No ISG content is allowed to be published on any company websites or in any marketing documents/events, etc., without intimation to ISG and IPL account managers; taking necessary permissions and adhering to the ISG norms are important.

Please note that Sneak Previews are not intended to dispute the ratings/positioning on the quadrant or archetype or to provide additional data to complete the survey responses. Such data will not be considered for evaluation but will be updated in the provider profiles.



Press Release and Media Publish

Upon completion, our ISG Provider Lens® studies are published in the media through the following channels:

- Press releases, IPL® Enterprise Subscription, ISG website and social media.
- Providers can purchase reprint rights to the report and have the opportunity of being included in our Press Release via a landing page link. Copies of the full report can also be purchased for internal use.
- Please reach out to your respective IPL account managers to be part of the ISG Press Releases.

Meet the Experts – 2027

ISG's Industry Subject Matter Experts



Lead Director
Iain Fisher

For more information on these studies, contact:
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Aerospace & Defense Services & Solutions



Harish B



Swadhin Pradhan

AI Services in Healthcare



Rohan Sinha

AI Services in Life Sciences



Rohan Sinha

Automotive and Mobility Services and Solutions

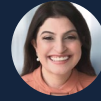


Harish B



Swadhin Pradhan

Banking Technology and Services



Adriana Frantz



David Ritter

Digital Engineering Services



Srinivasan PN



Swadhin Pradhan

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Digital Sustainability



Matt Warburton

Future of Work



Bhuvaneshwari Mohan



Cristiane Tarricone



Roman Pelzel



Bruce Guptill



Kevin Turner

Guidewire Ecosystem



Manav Deep Sachdeva

Healthcare Transformation Services



Rohan Sinha

Insurance Platforms



Ashish Jhajharia

Insurance Services Strategic report



Ashish Jhajharia

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Life Sciences Digital Services



Rohan Sinha

Life Sciences CRO



Sneha Jayanth

Manufacturing Industry Services



Srinivasan PN

Medical Device Digital Services



Sneha Jayanth



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Power & Utilities Industry Services



Harish B



Swadhin Pradhan

Public Sector Services and Solutions



Harish B



Sonia Castral

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Retail CPG Services



Tarun
Vaid

Semiconductor Industry Services & Solutions



Sneha
Jayanth



Swadhin
Pradhan

Telecom, Media and Entertainment AI-Native Transformation Services



Yash
Jethani

Travel & Transportation



Harish B



Swadhin
Pradhan

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AI Driven ADM Services



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Pedro Maschio



Oliver Nickels

AI-ready Infrastructure Solutions



Sonam Chawla

AI-ready Network Transformation Services



Yash Jethani

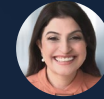


Dr. Kenn Walters

AWS Ecosystem Partners



Bhuvaneshwari Mohan



Adriana Frantz



Frank Heuer



Sameen Siddique

Cybersecurity — Services and Solutions



Bhuvaneshwari Mohan



João Mauro



Benoit Scheuber



Frank Heuer



Yash Jethani

ESM Services



Ashwin Gaidhani

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Adriana Frantz



Shubham Kumar



Sameen Siddique

Mainframes — Services and Solutions



Oliver Nickels



Pedro Maschio



Peter Crocker

Microsoft AI and Cloud Ecosystem



Sonam Chawla



Cristiane Tarricone



Axel Oppermann



Siddharth Idnani



Shubham Kumar

Managed Network Services and Network as a Service (NaaS)



Yash Jethani



Dr. Kenn Walters

Multi Public Multi Public Cloud Services and Solutions



Shubham Kumar



Pedro Maschio



Meenakshi Srivastava



Manoj M



Wolfgang Heinhaus



Shashank Rajmane



Ulrich Meister

NVIDIA Ecosystem



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Oracle Cloud and Technology Ecosystem



Maharshi Pandya



Cristiane Tarricone



Roman Pelzel



Siddharth Idnani

Private Hybrid Cloud Services and Solutions



Meenakshi Srivastava



Pedro Maschio



Manoj M



Wolfgang Heinhaus



Shashank Rajmane



Ulrich Meister

Robotics Platforms and Services



Srinivasan PN

Salesforce Ecosystem Partners



Roman Pelzel



Ashwin Gaidhani

SAP Ecosystem



Mara Kukla



Oliver Nickels



Tarun Vaid



Maharshi Pandya

ServiceNow Ecosystem Partners



Ashwin Gaidhani



Sonia Castral



Tapati Bandopadhyay

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AI Governance and Trust Services



Manav Deep Sachdeva



Gowtham Kumar

AI Workforce Transformation



Hemangi Patel

AI-Ready Data Modernization Services



Marcio Tabach



Saravanan MS



Hemangi Patel

Autonomous Operations and Transformation Services



Manav Deep Sachdeva



Gowtham Kumar

Contact Center Customer Experience Services



Kenn Walters

Databricks Ecosystem Partners



Sushree Acharya

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Enterprise AI Transformation Services



Marcio Tabach



Gowtham Kumar

FAO Platforms



Gaurang Pagdi

FAO Services



Gaurang Pagdi

Global Capability Center (GCC) Services



Gaurang Pagdi

Genesys Ecosystem



Kenn Walters

Open AI Services Ecosystem



Gowtham Kumar

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Palantir Ecosystem Partners



Gowtham Kumar

Payroll



Gaurang Pagdi

Procurement Services



Tarun Vaid

Snowflake Ecosystem Partners



Sushree Acharya

Specialty Analytics & AI – Retail & CPG



Manav Deep Sachdeva

Supply Chain Services



Sidney Nobre



Tarun Vaid

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UKG Ecosystem



Gaurang
Pagdi

Workday Ecosystem



Gaurang
Pagdi



Megha
Dodke



Ashwin
Gaidhani

A Glimpse into ISG Provider Lens® Award Ceremony





About ISG

isg-one.com

What matters most to your business?

Our advisory is focused on it.

 AI Optimize existing operations and build new revenue generating opportunities with AI technologies.	 Benchmarking Track and meet your price, cost, performance and quality objectives.	 Business Processes Transform general and administrative processes to deliver new efficiencies and unleash superior business value.	 Cloud Advisory From strategy to implementation to managed services, we help you to define your Cloud journey.	 Cognitive and Analytics Accumulate data capital and monetize it effectively.
 Cost Optimization Drive greater value for your enterprise and get the most efficient and effective business operations and technology.	 Cybersecurity Transform your existing information security into an agile and vigilant operation to protect your enterprise.	 Digital Engineering Move into a differentiated position in a secured, intelligent and connected economy.	 Future of Work Integrate the best of digital, physical and human solutions.	 HR Technology and Transformation Engage the workforce of tomorrow and deliver value to the business in a new way.
 Networks Create an optimal, right-fit network services strategy that adds significant value to your business.	 Organizational Change Management Empower your people to realize benefits faster and increase productivity through technology usage.	 Software Optimize your strategic software suppliers and ecosystems.	 Sourcing Find the right partners and make the best deals. Sourcing, negotiating and contracting methodology, expertise and platform.	 Technology Modernization Architect your organization's infrastructure and applications for success.

...with deep expertise in 20 industries.

 Banking	 Chemical	 Communications	 Consumer Packaged Goods	 Energy
 Financial Services	 Healthcare	 Higher Education	 Hospitality	 Insurance
 Life Sciences	 Manufacturing	 Media	 Public Sector	 Private Equity
 Retail	 Technology	 Transportation	 Travel	 Utilities

A Selection of Our 900 Clients



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 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.