

Oracle Cloud and Technology Ecosystem

Comparison of Oracle service providers' portfolio
attractiveness and competitive differentiators



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Over the past year, Oracle has solidified its position as a leading player in AI and cloud infrastructure. This transformation is driven by its strategic focus on AI-centric application and platform innovations, which has resulted in record-breaking contract wins. Substantial infrastructure investments, including the pivotal Stargate deal, have positioned Oracle for notable revenue and market growth.

Oracle Cloud Infrastructure (OCI) has demonstrated significant growth, with consumption revenue soaring by 62 percent in Q4 FY25. The company anticipates an even more accelerated growth trajectory for OCI in FY26, with plans to triple the number of multicloud data centers, further expanding its reach and capabilities.

Oracle continues to prioritize innovation and investment in its Fusion Applications SaaS suite, which includes ERP, HCM, SCM and CX. It remains one of the few providers offering a complete suite of integrated business applications at scale, catering to diverse enterprise needs.

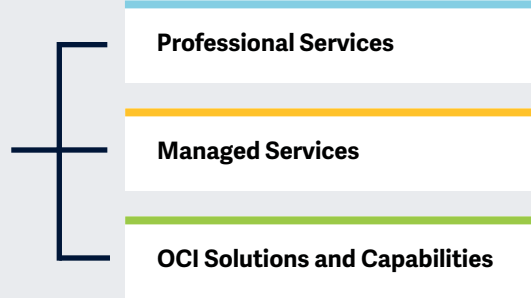
Oracle is positioning itself as an enabler for enterprises looking to leverage their own data and AI models. This commitment is underscored by significant partnerships and deals with industry giants such as OpenAI, Meta and Nvidia. These collaborations highlight Oracle's role in advancing its AI capabilities across various sectors.

Oracle is also actively redefining its Oracle PartnerNetwork (OPN) to enable, incentivize and align partners with delivering customer success across its SaaS and OCI offerings. The ISG Provider Lens Oracle Cloud and Technology Ecosystem 2025 study analyzes these partners helping enterprises capitalize on this shift with a broad range of services and deep Oracle expertise.



The **Oracle Cloud and Technology Ecosystem 2025** study evaluates the **service maturity level** and **technical competence** of Oracle's top-performing partners.

Simplified Illustration Source: ISG 2025



Definition

The ISG Provider Lens® Oracle Cloud and Technology Ecosystem 2025 study offers the following to business and IT decision makers:

- Transparency on the strengths and weaknesses of relevant providers.
- A differentiated positioning of providers by segments on their competitive strengths and portfolio attractiveness.
- Focus on the markets in the U.S., Europe, Brazil and Asia Pacific (APAC).

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.



Definition

In this quadrant, ISG evaluates providers that offer an end-to-end approach to supporting organizations in leveraging Oracle solutions, including OCI and Fusion Applications. These providers deliver a suite of consulting and implementation services aimed at evaluating current technology landscapes, identifying opportunities for improvement and developing strategic plans tailored to address challenges and capitalize on emerging trends.

Focusing on operational efficiency and innovation, these providers help organizations implement and adopt Oracle solutions that align with business objectives. They bring industry expertise and a certified talent pool, ensuring seamless integration within complex IT environments.

Providers' capabilities in process assessment, strategic planning, change management and in-depth implementation services are also assessed in this quadrant.

Eligibility Criteria

1. **Strategic advisory:** Offer strategic consultancy and recommendations through assessment models, road maps and frameworks to ensure alignment with IT strategy.
2. **Migration and integration services:** Show proficiency in application development, database migration and modernization, with capabilities for workload and platform integration.
3. **Comprehensive cloud advisory:** Implement Oracle cloud services framework through cloud readiness assessments, strategic road map creation and architectural advice.
4. **Technical expertise:** Skilled in deploying Oracle stack using prebuilt solutions and accelerators.
5. **Industry expertise:** Showcase industry knowledge through domain-specific best practices.
6. **Enabling technologies:** Expertise in APIs, automation, data science, AI and ML, generative AI (GenAI) and agentic AI for integrations with major hyperscalers.
7. **Technology enablement:** Drive the adoption of modern technologies by designing capability-building workshops, governance models, and training programs, supported by proof-of-concept implementations and change-management tools.



Definition

In this quadrant, ISG evaluates MSPs based on their Oracle portfolio specializations. These MSPs transcend basic IT support, becoming strategic partners that deliver specific business outcomes for enterprises.

They ensure efficient, secure and reliable IT operations by leveraging AI and automation and established best practices in service delivery to optimize IT operations, enhance productivity, reduce costs and enable digital transformation.

Leading Oracle MSPs offer flexible solutions and transparent, outcome-based pricing models and integrate the same with internal IT teams. They rigorously prioritize robust security strategies against cyberthreats and service disruptions, ensuring data integrity and availability.

Furthermore, these MSPs possess deep expertise in Oracle technologies, supported by a diverse pool of certified talent. Their strong alignment with Oracle and other key partners enables them to effectively manage complex and evolving client environments at scale.

Eligibility Criteria

1. **Service level agreement:** Capable of defining clear, documented service levels with performance metrics such as uptime, incident response and resolution times.
2. **Innovative pricing models:** Provides fixed-fee or outcome-based options, offering clients diverse pricing models for a competitive advantage.
3. **Application, database and infrastructure support:** Proficient in maintaining Oracle applications; developing technical solutions; ensuring operational integrity; upgrading and optimizing databases; and managing infrastructure through monitoring, planning and scaling.
4. **Operation and cost optimization:** Leverages automation, AI and ML, GenAI and Agentic AI to optimize resources, streamline operations and reduce costs.
5. **Security and compliance:** Adheres to industry and regional compliance standards and regulatory requirements.
6. **Change management:** Drives transformation through strategic change management initiatives in people, processes and technologies.
7. **Business continuity and disaster recovery:** Skilled in implementing robust continuity and disaster recovery plans, ensuring minimal disruption and data protection.



OCI Solutions and Capabilities

Definition

In this quadrant, ISG evaluates service providers specializing in OCI and offering support through IaaS and PaaS models. Key assessment areas include modernizing IT environments, optimizing cloud operations and driving digital transformation through OCI services.

Providers are assessed on their experience with cloud migrations, including multicloud and hybrid deployments, system integration capabilities and adherence to security and governance best practices.

Furthermore, their proficiency in OCI data management, particularly in leveraging autonomous services and advanced analytics to generate actionable insights, is also considered.

Additionally, providers are evaluated on their experience with OCI's native Generative AI services, focusing on their capabilities in fine-tuning large language models (LLMs) and developing AI-powered applications that enhance enterprise efficiency.

Eligibility Criteria

1. **Multicloud strategy:** Demonstrate expertise in multicloud strategies to enhance flexibility and redundancy that include leveraging diverse cloud environments to ensure interoperability, resource optimization and regulatory compliance.
2. **Hybrid cloud strategy:** Skilled in integrating on-premises and cloud environments for hybrid cloud setups; optimizing workload distribution; and combining scalability with security to support data security, improved latency and transformation.
3. **Seamless integration:** Ability to integrate OCI with existing enterprise systems and third-party solutions.
4. **Security and compliance assurance:** Expertise in maintaining security, governance and compliance in OCI environments.
5. **Innovation with OCI:** Expertise in designing, developing and deploying cloud-native applications using OCI's microservices, Kubernetes and serverless computing.
6. **Industry-specific solutions:** Capable of delivering tailored OCI solutions for industry-specific needs.
7. **Expertise in cost optimization:** Ability to offer FinOps capabilities and cost management strategies to maximize cloud investment value.
8. **Leveraging OCI GenAI:** Demonstrate the ability to effectively leverage OCI GenAI services to drive measurable and impactful customer outcomes.



Quadrants by Region

As a part of this ISG Provider Lens® quadrant study, we are introducing the following three quadrants in the Oracle Cloud and Technology Ecosystem 2025 reports:

Quadrant	U.S.	Europe	Brazil	APAC
Professional Services	✓	✓	✓	✓
Managed Services	✓	✓	✓	✓
OCI Solutions and Capabilities	✓	✓	✓	✓



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

Milestones	Beginning	End
Survey Launch	August 6, 2025	
Survey Phase	August 6, 2025	Sept 12, 2025
Sneak Preview	November 24, 2025	
Press Release & Publication	January 2026	

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

Please refer to the [link](#) to view/download the ISG Provider Lens® 2025 research agenda.

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 Oracle Cloud and Technology Ecosystem IPL launch, we want to take advantage of the opportunity to draw your attention to related research and insights that ISG Research will publish in 2025. For more information, refer to the [Buyers Guide research schedule](#).

Research Production Disclaimer:

ISG collects data for the purposes of conducting research and creating provider/vendor profiles. The profiles and supporting data are used by ISG advisors to make recommendations and inform their clients of the experience and qualifications of any applicable provider/vendor for outsourcing the work identified by clients. This data is collected as part of the ISG FutureSource™ process and the Candidate Provider Qualification (CPQ) process. ISG may choose to only utilize this collected data pertaining to certain countries or regions for the education and purposes of its advisors and not produce ISG Provider Lens® reports. These decisions will be made based on the level and completeness of the information received directly from providers/vendors and the availability of experienced analysts for those countries or regions. Submitted information may also be used for individual research projects or for briefing notes that will be written by the lead analysts.



ISG Star of Excellence™ – Call for nominations

The Star of Excellence™ is an independent recognition of excellent service delivery based on the Voice of the Customer concept. ISG has designed the Star of Excellence™ program to collect client feedback about service providers' success in demonstrating the highest standards of client service excellence and customer centricity.

The global survey is all about services that are associated with IPL studies. In consequence, all ISG Analysts are continuously provided with information on the customer experience of all relevant service providers. This information comes on top of existing first-hand advisor feedback that IPL leverages in its practitioner-led consulting approach.

Providers are invited to [nominate](#) their clients to participate. Once the nomination has been submitted, ISG sends out a mail confirmation to both sides. It is self-evident that ISG anonymizes all customer data and does not share it with third parties.

Our vision for the Star of Excellence™ is to become acknowledged as the leading industry recognition for client service excellence and serve as the benchmark for measuring client sentiments.

To ensure your selected clients complete the feedback for your nominated engagement, please use the "Nominate (for Providers)" section on the Star of Excellence™ [website](#).

We have set up an email where you can direct any questions or provide comments. This email will be checked daily. Please allow up to 24 hours for a reply.

Here is the email address:
ISG.star@isg-one.com



ISG Star of Excellence



The ISG Provider Lens® 2025 – Oracle Cloud and Technology Ecosystem research study analyzes the relevant software vendors/service providers in the global market, based on a multi-phased research and analysis process, and positions these providers based on the ISG Research methodology.

Study Sponsor:

Aman Munglani

Lead Author:

Roman Pelzel, Siddharth Idnani,
Maharshi Pandya, Sonam Vijay Chawla
and Cristiane Tarricone

Editor:

Padma Mohapatra

Research Analysts:

Rafael Rigotti and Gabriel Sobanski

Data Analyst:

Pooja Rani Nayak

Project Manager:

Akshaya Hegde

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The research and analysis presented in this study will include data from the ISG Provider Lens® program, ongoing ISG Research programs, interviews with ISG advisors, briefings with service providers and analysis of publicly available market information from multiple sources. ISG recognizes the time lapse and possible market developments between research and publishing, in terms of mergers and acquisitions, and acknowledges that those changes will not reflect in the reports for this study.

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



Contacts For This Study

Study Sponsor



Aman
Munglani

Study Sponsor



Roman
Pelzel

Lead Analyst - Europe



Siddharth
Idnani

Lead Analyst - U.S.



Maharshi
Pandya

Lead Analyst - APAC



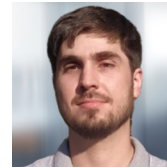
Sonam Vijay
Chawla

Lead Analyst - APAC



Cristiane
Tarricone

Lead Analyst - Brazil



Gabriel
Sobanski

Research Analyst -
U.S. and Europe



Rafael
Rigotti

Research Analyst -
Brazil



Pooja Rani
Nayak

Data Analyst



Akshaya
Hegde

Project Manager



ISG Provider Lens® Advisors Involvement Program

ISG Provider Lens® offers market assessments incorporating practitioner insights, reflecting regional focus and independent research. ISG ensures advisor involvement in each study to cover the appropriate market details aligned to the respective service lines/technology trends, service provider presence and enterprise context.

In each region, ISG has expert thought leaders and respected advisors who know the provider portfolios and offerings as well as enterprise requirements and market trends. On average, three consultant advisors participate as part of each study's quality and consistency review process. The consultant advisors ensure each study reflects ISG advisors' experience in the field, which complements the primary and secondary research the analysts conduct. ISG advisors participate in each study as part of the consultant advisors' group and contribute at different levels depending on their availability and expertise.

The consultant advisors:

- Help define and validate quadrants and questionnaires
- Advise on service provider inclusion, participate in briefing calls
- Give their perspectives on service provider ratings and review report drafts



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

4i Apps*	DXC Technology*	KPMG*	SkyOne*
Accenture*	DBACorp*	Kyndryl*	SOMMA-IT*
ADIN*	EBS-IT Consultoria Em Informatica Ltda*	Lanlink*	Steltix*
Amber*	Fujitsu*	LTIMindtree*	Stratview*
Aspire Systems*	G&P*	Mastek*	Sutherland*
Astute*	HCLTech*	Mphasis*	Synchro*
Birlasoft*	Hexaware*	MPL*	Syntax*
Capgemini*	Hitachi Digital Services*	Ninecon*	T.O. Brasil*
Centroid*	Huron*	Path Infotech*	Taking*
Clover Infotech*	IBM*	Peloton*	TCS*
Cognizant*	ilegra*	PrimeDB*	Tech Mahindra*
Compass UOL*	Infolob Global*	PROMATIS software*	ThinkIT*
Dedalus*	Infosys*	PwC*	Timestamp Group*
Deloitte*	inlumi*	Quistor Enterprises*	TIVIT*
DSP*	JBQ.Global*	Service IT*	Trinamix*



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* Rated in previous iteration

V8.Tech*

Version 1*

Wipro*

Zensar Technologies*



iSG 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](#).

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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iSG

[iSG](#) (Nasdaq: [III](#)) is a global AI-centered technology research and advisory firm. A trusted partner to more than 900 clients, including 75 of the world's top 100 enterprises, iSG is a long-time leader in technology and business services sourcing that is now at the forefront of leveraging AI to help organizations achieve operational excellence and faster growth.

The firm, founded in 2006, is known for its proprietary market data, in-depth knowledge of provider ecosystems, and the expertise of its 1,600 professionals worldwide working together to help clients maximize the value of their technology investments.

For more information, visit isg-one.com.





AUGUST, 2025

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