



Everest Group Oracle Cloud Applications Services PEAK Matrix[®] Assessment 2026

Focus on Cognizant

May 2026



Introduction

Oracle has evolved as a central platform for enterprise transformation, enabling organizations to modernize legacy systems, optimize costs, and elevate stakeholder experiences. Enterprises are increasingly expanding their Oracle Cloud Applications (OCA) adoption beyond traditional ERP and HCM modernization to drive end-to-end transformation across finance, HR, supply chain and customer facing functions through industry-specific solutions.

Enterprise demand is being shaped by three themes: faster time to value, process harmonization, and data + integration readiness across hybrid and multi-cloud environments. In parallel, Oracle's expanding platform and product capabilities spanning low-code extensibility, integration, analytics, and embedded AI are raising expectations for more adaptive and insight-driven operations. Yet outcomes remain difficult to realize due to migration complexity and customization debt, data quality and governance gaps, security requirements, and change management needed to drive adoption and standardization.

To support this shift, service providers are investing in developing specialized OCA capabilities. They are skilling talent across product suites; deepening partnerships with Oracle, leading cloud vendors, and niche technology partners; and co-developing innovative solutions tailored to specific enterprise contexts. This collaborative ecosystem is accelerating enterprise adoption and maximizing value realization through faster implementation, enhanced performance, and sustainable outcomes.

The full report includes the profiles of the following 25 leading OCA services providers featured on the [Oracle Cloud Applications Services PEAK Matrix® Assessment 2026](#):

- **Leaders:** Accenture, Cognizant, Deloitte, IBM, Infosys, TCS, and Wipro
- **Major Contenders:** Argano, Birlasoft, Capgemini, DXC, Fujitsu, Genpact, HCLTech, Hitachi Digital Services, LTM, Mastek, Sutherland, Tech Mahindra, and Zensar
- **Aspirants:** 4i Apps, Aspire Systems, Huron Consulting Group, Jade Global, and Rite

Scope of this report

Geography: global

Industry: all industries

Services: OCA services

Scope of the research – OCA services

Oracle Cloud Applications Services PEAK Matrix® Assessment 2026

[NOT EXHAUSTIVE]



Consulting/Advisory services

Oracle Cloud platform strategy and roadmap formulation, mapping of existing technology landscape, product(s) selection, feasibility and readiness assessments, security assessment, integration strategy, governance, program management, change management, and CoE setup advisory



Implementation services

Requirements gathering, technical and functional design, configuration design, workload migration, platform setup, customizations, application development and testing, integration, and deployment; includes three types of implementation – greenfield, brownfield, and bluefield



Maintenance and support services

Help desk management, monitoring, incident management, issue resolution, emergency fixes, environment management, ongoing customizations and integrations, compliance and regulatory support, new feature addition, minor and major usability enhancements, and ongoing application reengineering

Oracle ERP Cloud	Oracle CX Cloud	Oracle SCM Cloud	Oracle HCM Cloud	Oracle EPM Cloud
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Oracle Industry Cloud solutions

Custom applications and others (Oracle Cloud marketplace applications and custom applications built on Oracle Cloud Applications under scope)

Assessment excludes services for

Oracle on-premises applications	Oracle NetSuite	Oracle PaaS	Oracle IaaS
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In addition to above, the assessment excludes IT infrastructure-related services and resale of licenses related to OCA.

OCA services PEAK Matrix® characteristics

Leaders

Accenture, Cognizant, Deloitte, IBM, Infosys, TCS, and Wipro

- Leaders are characterized by their ability to successfully execute large-scale, complex, and end-to-end OCA services, underpinned by their strong delivery network and robust partner ecosystem
- These providers have strong OCA partnerships and have multiple validated practices, alongside multiple product line achievements. They maintain high certification ratio and leverage OCA-specific acquisitions to further enhance their offerings
- Leaders have helped enterprises with their advisory capabilities to navigate transformation and have leveraged a mature suite of in-house and OCA-certified solutions to accelerate time to market for their clients

Major Contenders

Argano, Birlasoft, Capgemini, DXC, Fujitsu, Genpact, HCLTech, Hitachi Digital Services, LTM, Mastek, Sutherland, Tech Mahindra, and Zensar

- These providers have built meaningful capabilities to deliver OCA services (advisory, implementation, and managed services); however, their service portfolios are not as balanced and comprehensive as those of Leaders (in terms of coverage across OCA product areas, geographies, or verticals)
- These providers have good partnerships with OCA and often specialize in select verticals in delivering OCA-specific services. Oracle has often recognized them with partner awards that showcase their credibility in the OCA services market
- Major Contenders are also making continued investments in building proprietary tools and solutions, as well as in scaling their talent for delivering OCA services

Aspirants

4i Apps, Aspire Systems, Huron Consulting Group, Jade Global, and Rite

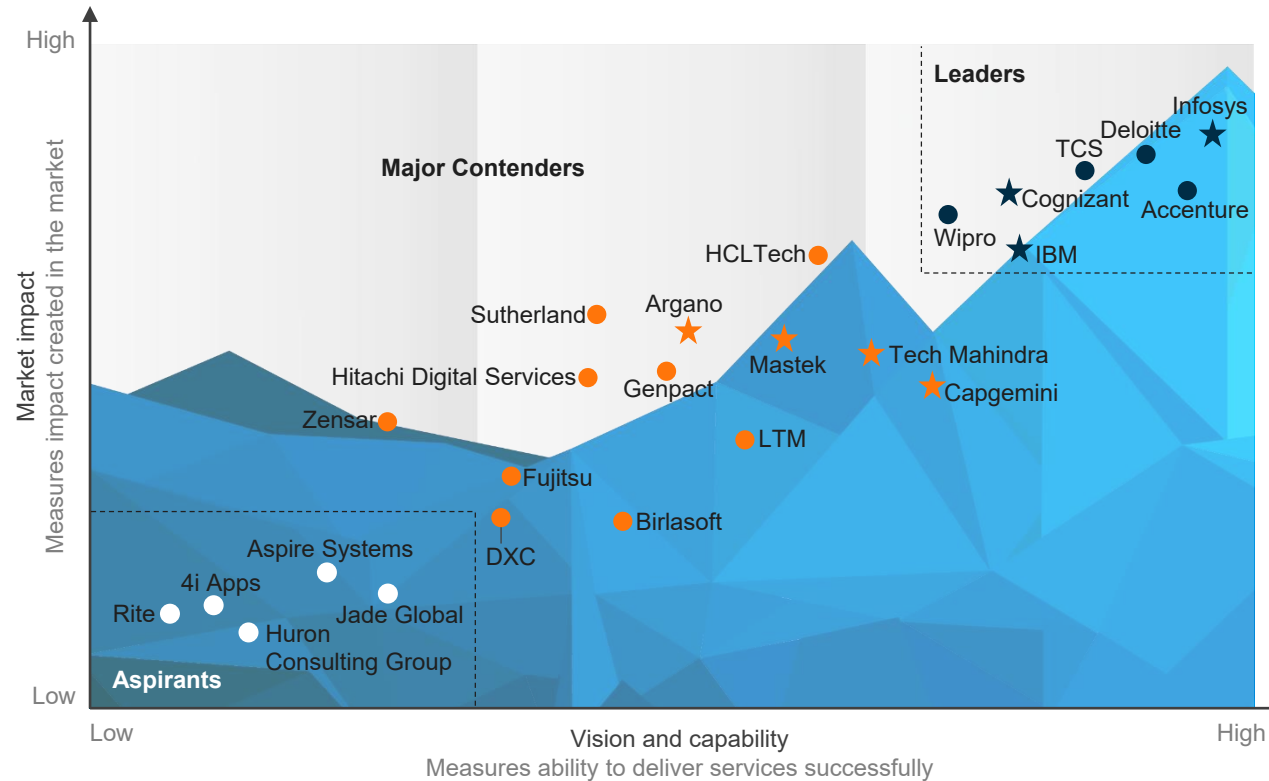
- Aspirants have good proof points in enabling low to medium-complex implementation and maintenance for OCA services, primarily for Small and Midsize Buyers (SMBs)
- Clients acknowledge their pricing and commercial flexibility as well as their engagement flexibilities
- Despite their relatively smaller size, Aspirants aim to grow faster by scaling their talent base, investing in IP and solutions, and expanding into new markets

Everest Group PEAK Matrix®

Oracle Cloud Applications Services PEAK Matrix® Assessment 2026 | Cognizant is positioned as a Leader and a Star Performer

Everest Group Oracle Cloud Applications Services PEAK Matrix® Assessment 2026^{1,2}

- Leaders
- Major Contenders
- Aspirants
- ☆ Star Performers



¹ Assessment for 4i Apps, Accenture, Deloitte, DXC, Jade Global and Huron Consulting Group exclude service provider inputs and are based on Everest Group's proprietary Transaction Intelligence (TI) database, provider public disclosures, and Everest Group's interactions with buyer










² Analysis for Capgemini and Fujitsu are based on partial inputs provided

Source: Everest Group (2026)

Cognizant

Everest Group assessment – Leader and Star Performer

Measure of capability:  Low  High

Market impact				Vision and capability				
Market adoption	Portfolio mix	Value delivered	Overall	Vision and strategy	Scope of services offered	Innovation and investments	Delivery footprint	Overall
								

Strengths

- Clients can benefit from Cognizant’s demonstrable expertise in serving clients in BFSI, manufacturing, and travel and transport sectors in its OCA engagements
- Enterprises adopting AI-led Oracle delivery can access Cognizant’s platforms such as AppLens™, Ora0, and Neuro AI for testing, data management, and reporting
- Enterprises in hospitality, transportation, and healthcare can benefit from Cognizant’s Oracle solutions, such as Franchise Collaboration Hub, Surface Transport Management, and Healthcare in a Box, to support industry-specific Oracle Cloud engagements
- Clients highlight domain expertise and account management as key strengths in OCA transformation programs

Limitations

- Organizations seeking partners for Customer Relationship Management (CRM) should further evaluate Cognizant’s capabilities before engaging with it
- Few clients have highlighted its talent management capabilities as key areas of improvements in their OCA engagements

Market trends

OCA adoption is evolving from modernization to AI-infused transformation, though enterprises must enhance talent, change agility, and delivery reach to sustain growth momentum

Market size and growth

- The total OCA services market size is estimated to be US\$18.6 billion for calendar year 2025, with a growth of ~12%
- Everest growth estimates the total OCA services market to grow at a CAGR of 12-14% over 2025-28
- OCA services market is experiencing rapid global growth, driven by increasing migrations, enterprise adoption of AI-enabled workflows, expansion into industry-specific domains, and rising demand for outcome-based business transformation

Key drivers for OCA services

Legacy modernization	Enterprises are accelerating the adoption of the OCA suite, which is driven by the imperative for modernization and the desire to capitalize on the cloud's potential for customization and cost optimization.
Industry-specific solutions	Providers of OCA services are swiftly expanding their capabilities by bolstering the workforce and with Cerner as a catalyst, HLS is Oracle's growth card complemented with growing optimism in BFSI and E&U.
AI-specific initiatives	AI-embedded IP and AI-driven productivity commitments are emerging as key differentiators in renewal and rebid scenarios across the OCA value chain.

Opportunities and challenges

AI productivity benefits realized	AI adoption faces execution gaps as productivity outcomes lag expectations. Providers must define measurable value frameworks in generative AI workflows to demonstrate tangible business impact.
Continuous optimization	As Fusion functionality expands, buyers increasingly want run + change models. This drives opportunities for providers to offer release governance, proactive enhancement backlogs, and continuous process optimization.
Lack of change management capabilities	Limited change management limits transformation success. Providers should align leadership and embed structured adoption frameworks to drive sustained organizational and process-level change.
Integration complexity and customization debt	Hybrid and multi-cloud landscapes require robust integration architectures across Oracle and non-Oracle systems. Over-customization can recreate legacy debt leading to an increase in long-term cost and slow down in upgrades.

Provider landscape analysis

The OCA services market remains fragmented with a good mix of large global Sis as well as mid-tier and specialist providers

Market share analysis of the providers¹

2025; percentage of overall market of OCA services



Provider revenue growth by YoY growth

2024-25; increase in percentage of OCA services revenue



¹ Providers are listed alphabetically within each range

Key buyer considerations

Buyers seek partners with a good spread of AI-driven innovation, partnerships, and domain contextualization to maximize measurable value creation and deliver outcome-aligned Oracle Cloud transformations

Key sourcing criteria

High



Domain expertise

Enterprises prioritize partners that can lead process-led transformation and operating model change such as driving standardization, governance, and measurable outcomes beyond a technical implementation.



Quality of talent

Buyers look for providers with certified OCA professionals with cross-domain and AI-enablement skills to accelerate time to value and ensure innovation readiness.



Pricing and commercial flexibility

Clients favor providers offering outcome-based models, scalable delivery, and flexible pricing structures that balance cost with value realization.



Next-generation capabilities

Next-generation capabilities built on cloud applications enable enterprises to transform operations through AI-driven insights, predictive analytics, and intelligent automation.



Partnerships

Buyers favor service providers with deep partnerships across Oracle, hyperscalers, technology vendors, and niche providers to enable integrated solutions, accelerate innovation, and deliver measurable outcomes.

Low

Priority

Summary analysis

Enterprise sourcing priorities in the OCA ecosystem are shifting toward partners that pair deep domain expertise with strong ecosystem partnerships to enable business-led, outcome-focused transformations. Buyers increasingly prefer providers that can contextualize Oracle solutions to industry-specific requirements, while leveraging alliances across Oracle, hyperscalers, technology vendors, and niche specialists to deliver integrated and scalable solutions.

Pricing and commercial flexibility continue to influence provider selection, as enterprises seek scalable delivery and outcome-based constructs that balance cost with measurable value realization. Meanwhile, AI-enabled next-generation capabilities are becoming important differentiators, helping clients drive operational agility through predictive insights, intelligent automation, and innovation at scale.

While certified talent remains an important selection criterion, buyers are placing greater emphasis on how effectively providers combine skills with domain knowledge, ecosystem leverage, and innovation capabilities to accelerate time to value and deliver measurable business outcomes.

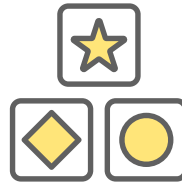
Key takeaways for buyers

Enterprises are accelerating Oracle Cloud adoption to drive AI-led, cross-functional transformation. Buyers should prioritize partners with strong domain consulting and automation maturity that leverage agentic AI, IP-led accelerators, and industry-specific solutions to deliver faster time to value and measurable business outcomes.



Shifts in provider capabilities

- Providers are evolving from implementation-centric delivery to AI-led transformation models, with generative and agentic AI becoming central to OCA engagements
- Focus is shifting toward AI-native delivery, integrating generative and agentic AI seamlessly across enterprise journey



Differentiation across provider types

- Global System Integrators (GSIs) drive large-scale transformation and ecosystem co-innovation through global reach and strategic partnerships
- Mid-tier providers blend agility, regional expertise, and expanding portfolios to address mid-complexity transformation needs
- Specialist providers stand out through domain depth, niche capabilities, and IP-led accelerators



Key innovations

- AI-infused frameworks, industry-specific accelerators, and pre-configured IP help in expediting outcome-linked transformation
- Providers that blend advisory depth, agentic AI delivery, and regulated industry expertise will lead the next wave of Oracle Cloud-driven enterprise transformation

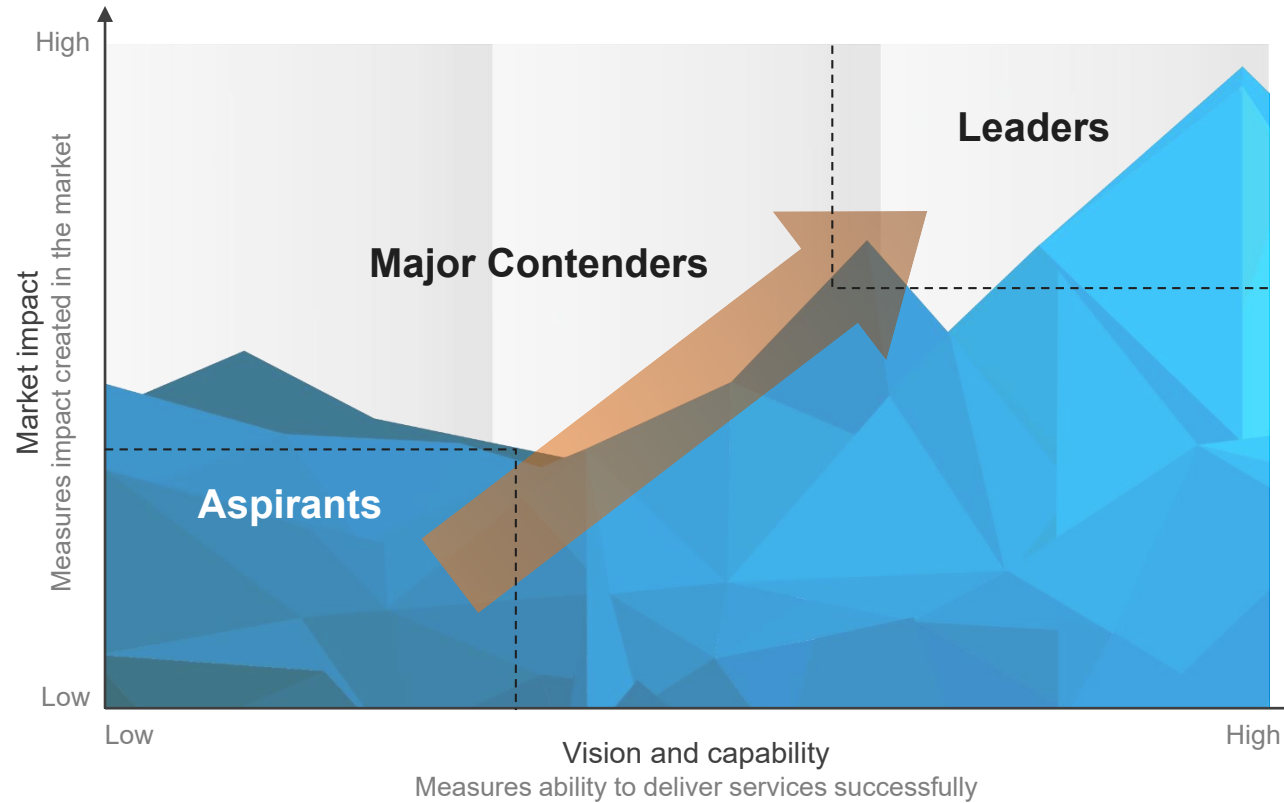
Appendix

PEAK Matrix® framework

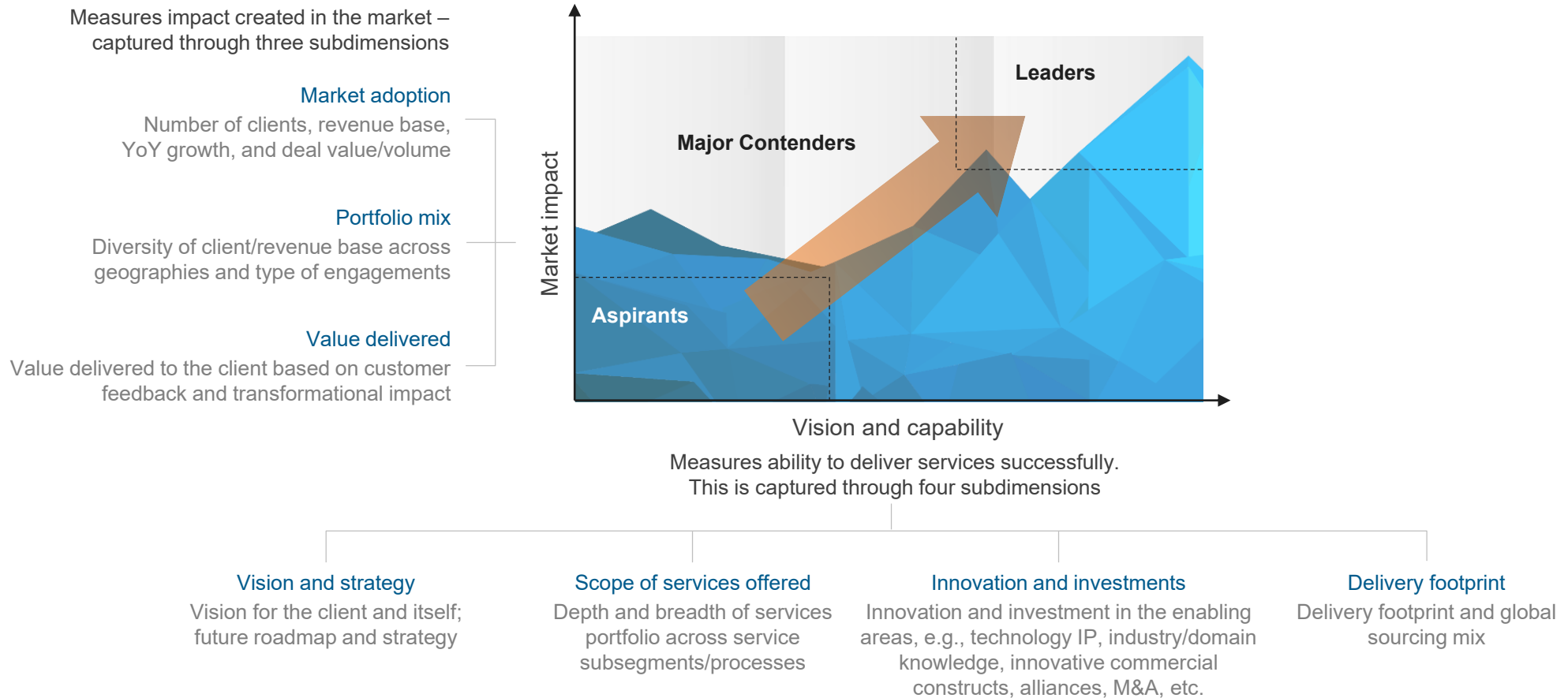
FAQs

Everest Group PEAK Matrix® is a proprietary framework for assessment of market impact and vision and capability

Everest Group PEAK Matrix



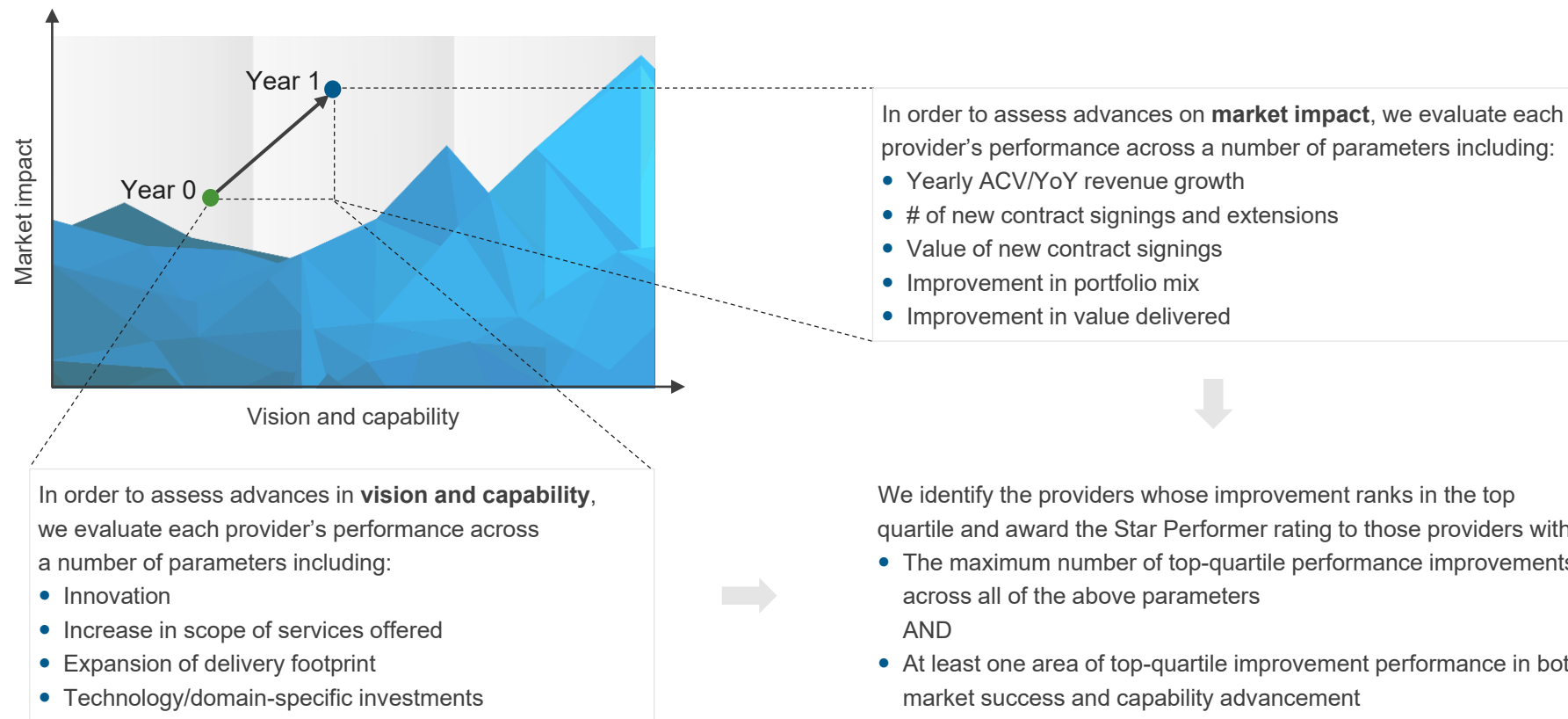
Services PEAK Matrix® evaluation dimensions



Everest Group confers the Star Performer title on providers that demonstrate the most improvement over time on the PEAK Matrix®

Methodology

Everest Group selects Star Performers based on the relative YoY improvement on the PEAK Matrix



The Star Performer title relates to YoY performance for a given provider and does not reflect the overall market leadership position, which is identified as Leader, Major Contender, or Aspirant.

FAQs

Q: Does the PEAK Matrix® assessment incorporate any subjective criteria?

A: Everest Group's PEAK Matrix assessment takes an unbiased and fact-based approach that leverages provider / technology vendor RFIs and Everest Group's proprietary databases containing providers' deals and operational capability information. In addition, we validate/fine-tune these results based on our market experience, buyer interaction, and provider/vendor briefings.

Q: Is being a Major Contender or Aspirant on the PEAK Matrix, an unfavorable outcome?

A: No. The PEAK Matrix highlights and positions only the best-in-class providers / technology vendors in a particular space. There are a number of providers from the broader universe that are assessed and do not make it to the PEAK Matrix at all. Therefore, being represented on the PEAK Matrix is itself a favorable recognition.

Q: What other aspects of the PEAK Matrix assessment are relevant to buyers and providers other than the PEAK Matrix positioning?

A: A PEAK Matrix positioning is only one aspect of Everest Group's overall assessment. In addition to assigning a Leader, Major Contender, or Aspirant label, Everest Group highlights the distinctive capabilities and unique attributes of all the providers assessed on the PEAK Matrix. The detailed metric-level assessment and associated commentary are helpful for buyers in selecting providers/vendors for their specific requirements. They also help providers/vendors demonstrate their strengths in specific areas.

Q: What are the incentives for buyers and providers to participate/provide input to PEAK Matrix research?

A: Enterprise participants receive summary of key findings from the PEAK Matrix assessment

For providers

- The RFI process is a vital way to help us keep current on capabilities; it forms the basis for our database – without participation, it is difficult to effectively match capabilities to buyer inquiries
- In addition, it helps the provider/vendor organization gain brand visibility through being included in our research reports

Q: What is the process for a provider / technology vendor to leverage its PEAK Matrix positioning?

A: Providers/vendors can use their PEAK Matrix positioning or Star Performer rating in multiple ways including:

- Issue a press release declaring positioning; see our citation policies
- Purchase a customized PEAK Matrix profile for circulation with clients, prospects, etc. The package includes the profile as well as quotes from Everest Group analysts, which can be used in PR
- Use PEAK Matrix badges for branding across communications (e-mail signatures, marketing brochures, credential packs, client presentations, etc.)

The provider must obtain the requisite licensing and distribution rights for the above activities through an agreement with Everest Group; please contact your CD or contact us

Q: Does the PEAK Matrix evaluation criteria change over a period of time?

A: PEAK Matrix assessments are designed to serve enterprises' current and future needs. Given the dynamic nature of the global services market and rampant disruption, the assessment criteria are realigned as and when needed to reflect the current market reality and to serve enterprises' future expectations.

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