



Everest Group Digital Transformation Consulting Services PEAK Matrix[®] Assessment 2025

Focus on Cognizant
December 2025



Introduction

Enterprises globally are accelerating investments in digital transformation to enhance customer engagement, improve operational efficiency, optimize costs, and build resilience across industries. Unlike earlier transformation waves that often-yielded limited outcomes, organizations now recognize that success hinges on a clear digital vision, strong strategic alignment, and the ability to rapidly translate strategy into measurable value.

As technology adoption deepens and disruption intensifies, enterprises are increasingly seeking consulting partners that can go beyond traditional advisory roles. They expect providers to integrate strategy with execution, offer domain-specific insights, and bring proven frameworks to navigate emerging priorities such as AI enablement, sustainability, and cybersecurity. This demand is reshaping the global digital transformation consulting market, with enterprises looking for partners that can deliver both global scale and local contextualization.

In this research, we present an assessment of leading global digital transformation consulting service providers

featured on the [Digital Transformation Consulting Services PEAK Matrix® Assessment 2025](#). This analysis evaluates providers based on their vision, capabilities, and market impact, helping enterprises identify the right partners to define and execute their transformation journeys.

The assessment draws on Everest Group's annual Request for Information (RFI) process, client reference checks, and ongoing analysis of the digital consulting market worldwide.

This report includes the profiles of the following digital transformation consulting service providers featured on the Digital Transformation Consulting Services PEAK Matrix®:

- **Leaders:** Accenture, Deloitte, EY, Cognizant, IBM, TCS
- **Major Contenders:** HCL Tech, Capgemini, Wipro, NTT DATA, Kyndryl, Tech Mahindra, LTIMindtree, Birlasoft
- **Aspirants:** Apply Digital, Sopra Steria Group, Argano, YASH Technologies

Scope of this report

Geography: global

Industry: 18 leading digital transformation consulting services providers

Services: application services and cloud and infrastructure services

Scope of the consulting services market



Focus of scope

Consulting

Technology implementation

Managed services

Management consulting

Services include strategy development, operational improvement, organizational/workforce transformation, ESG consulting and performance enhancement. It also covers market entry strategies, cost reduction, and operational efficiency across various industries

Technology consulting

Encompasses IT strategy and digital transformation, cybersecurity, cloud computing, and emerging technologies. It includes data analytics, AI, enterprise architecture, IT infrastructure modernization, and change management initiatives

Risk consulting

Includes risk assessment and management, regulatory compliance, internal audit services, and cybersecurity. It also involves enterprise risk management, fraud prevention, and financial risk advisory services

Deals services

Services focus on M&A strategy and due diligence, Corporate finance, integration, separations and IPOs, joint ventures and alliances, and portfolio transformation. It includes pre- and post-deal advisory, and transaction support

Functional expertise: Consulting proficiency in functional segments such as customer experience, finance, human resources, production/service enablement, sales and marketing, supply chain management, and sustainability

Industry expertise: Consulting proficiency in the process requirements relating to specific industry verticals

Target client stakeholders

Board of Directors CEO CTO/CIO/CDO CMO BU Heads CHRO CPO CFO

Characteristics of Leaders, Major Contenders, and Aspirants

Leaders

Accenture, Deloitte, EY, Cognizant, IBM, TCS

- Leaders display strong consulting capabilities to navigate complex transformations and deliver services across the digital transformation value chain, supported by robust delivery infrastructure
- They bring experienced and versatile talent, backed by ongoing investments in skill development and talent management
- They offer a mature, monetizable, and diverse portfolio of solutions, IP, and frameworks to accelerate time-to-market and enable scalable consulting delivery
- These providers maintain strong partnerships with leading technology vendors, niche specialists, and academic institutions to co-develop prototypes and deliver client-specific innovation

Major Contenders

HCLTech, Capgemini, Wipro, NTT DATA, Kyndryl, LTIMindtree, Tech Mahindra, Birlasoft

- These providers are continuing to invest in consulting-specific tools, accelerators, and proprietary frameworks to strengthen delivery across industries
- They follow a mix of organic and inorganic approaches to address gaps across their consulting portfolio and expand delivery capabilities
- There is a strong focus on talent development, with initiatives to build consulting culture and align go-to-market efforts with advisory-led transformation

Aspirants

Apply Digital, Sopra Steria Group, Argano, YASH Technologies

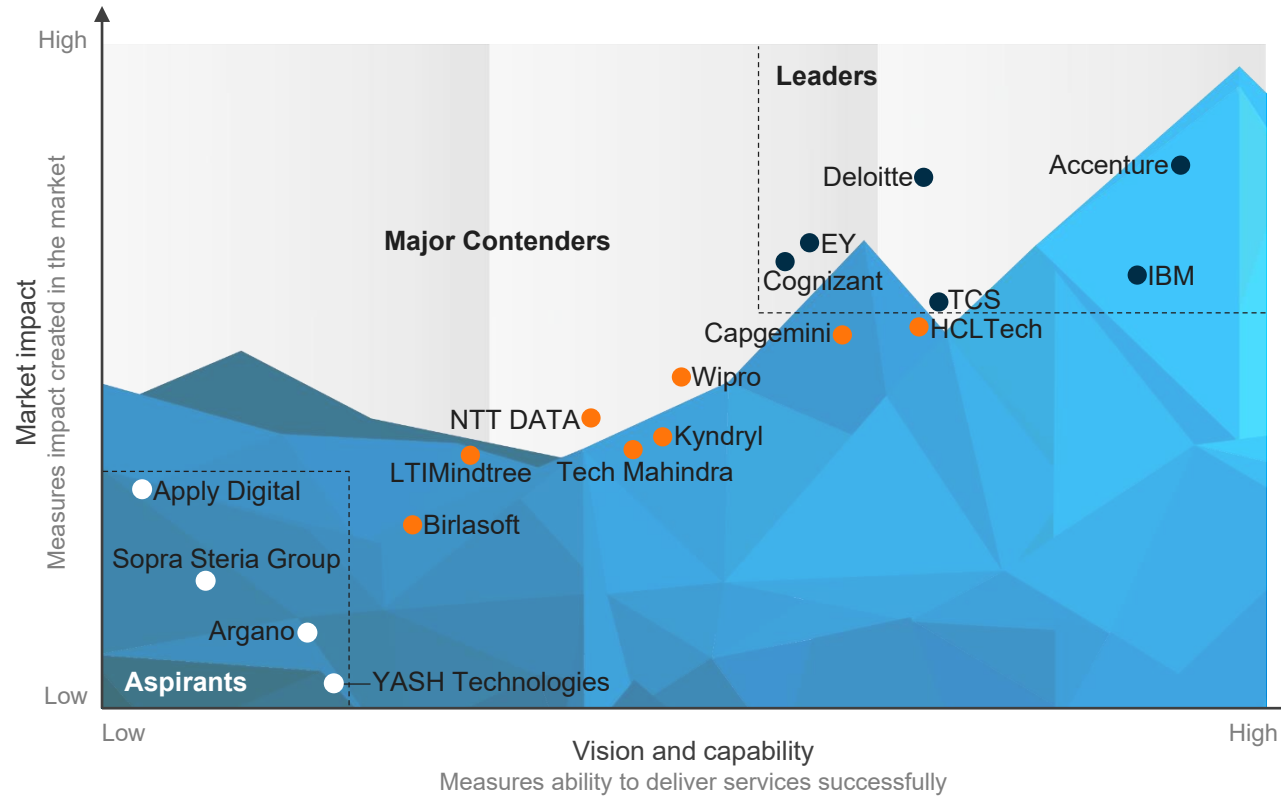
- Aspirants are typically focused on select industries or verticals or are in the early stages of scaling their consulting practices
- They have built a diverse set of consulting-oriented IPs, frameworks, and solutions tailored to specific vertical and technology contexts
- Investments in talent upskilling and certifications are aimed at building relevant consulting capabilities across delivery teams
- Many are growing their consulting footprint organically by establishing new practice areas, Centers of Excellence (CoEs), and innovation hubs

Everest Group PEAK Matrix®

Digital Transformation Consulting Services PEAK Matrix® Assessment 2025 | Cognizant is positioned as a Leader

Everest Group Digital Transformation Consulting Services PEAK Matrix® Assessment 2025

- Leaders
- Major Contenders
- Aspirants












Source: Everest Group (2025)

Cognizant

Everest Group assessment – Leader

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

- Cognizant showcases a strong vision for its digital transformation consulting practice and demonstrates clear short and long-term strategic plans to drive business growth and client value
- Cognizant is making significant investments in AI, platforms, and innovation labs, alongside selective acquisitions, to strengthen its digital transformation consulting capabilities
- It combines advisory and technology expertise to act as an end-to-end transformation partner, bridging the gap between strategy and execution
- It offers a broad suite of solutions across the consulting value chain, covering functional domains such as supply chain, finance, and human resources
- Clients noted strong product and domain expertise, highlighting Cognizant's deep knowledge of Oracle HCM and niche areas such as public sector pensions, with the ability to combine technical depth and business process understanding to effectively guide both IT and business stakeholders

Limitations

- Clients noted higher attrition levels compared to some peers, which impacted consistency of delivery and required resource replacements during engagements
- Clients noted complex internal coordination, mentioning that it sometimes took multiple iterations to bring the right experts into discussions, which led to initial delays and repeated conversations before alignment was achieved
- There is a clear buyer skew toward North America and the UK, with comparatively limited presence in continental Europe, APAC, and emerging markets which may reduce relevance for enterprises headquartered outside these core regions

Market trends

Enterprise priorities and technology shifts are redefining the digital transformation consulting landscape

Market size and growth

- Everest Group estimates the global digital transformation consulting services market to be ~US\$82.5 billion in 2024
- The market is expected to grow at a CAGR of ~5-6% in the coming years with growth being fueled by enterprise demand for industry-specific solutions, ongoing ERP modernization, rising adoption of cloud and cybersecurity platforms, and increasing investment in gen AI use cases and operating model transformation. Despite recent moderation in year-on-year growth, digital transformation remains a top enterprise priority, ensuring sustained momentum for consulting services

Key drivers for digital transformation consulting services

AI, automation, and cloud adoption	The rapid integration of emerging technologies is reshaping operating models and governance needs, opening opportunities for advisory to guide adoption and scale
Ecosystem partnerships	The growing reliance on multi-provider technology ecosystems requires orchestration capabilities to deliver cohesive, industry-relevant solutions
Talent enablement	Enterprises are intensifying workforce upskilling and leadership development to keep pace with change, increasing demand for structured change management and adoption programs
Outcome-driven transformation	Enterprises are shifting toward programs that emphasize agility and measurable business impact, creating a stronger pull for external expertise to design value-linked transformation roadmaps

Opportunities and challenges

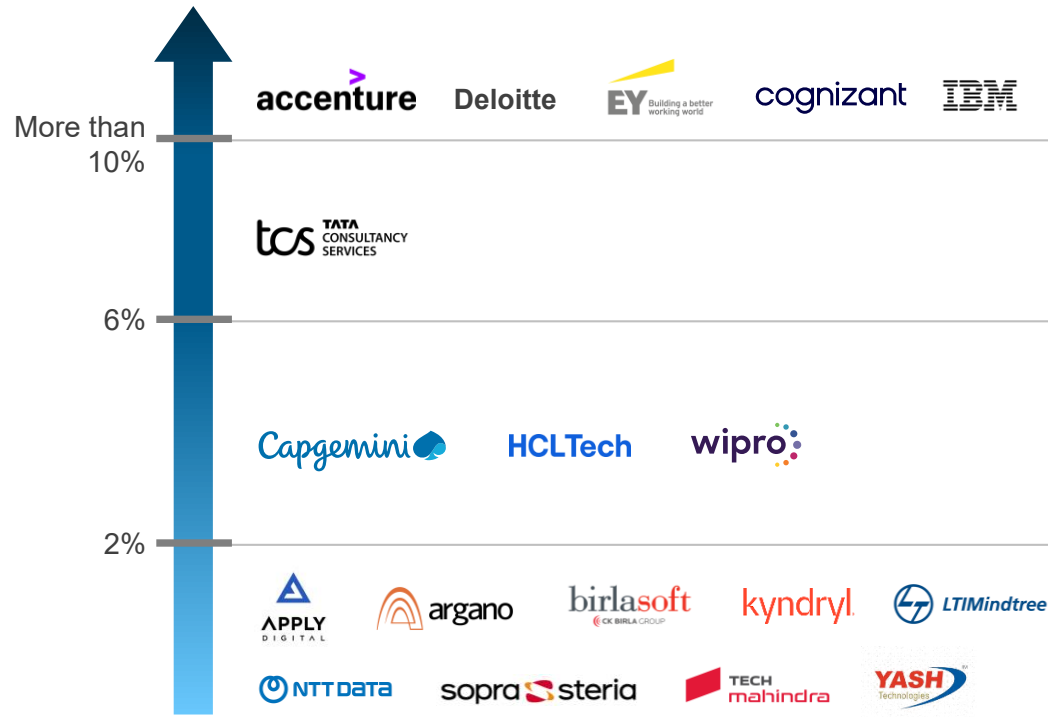
Data readiness and governance	Poor data quality and immature governance remain top barriers to scaling AI and digital programs
Skills and leadership gaps	Talent shortages and leadership readiness issues are delaying transformation and slowing AI value realization
Strategy-execution gap	Many organizations need help translating long-term goals into executable roadmaps with clear value tracking
ROI pressure and evolving commercials	As enterprises seek stronger alignment between technology spend and business outcomes, they face uncertainty in pricing and governance models, creating the need for external guidance on structuring value-based engagements

Source: Everest Group (2025)

Provider landscape analysis

Market share analysis of the providers¹

2024; percentage of overall market of digital transformation services²



Provider market share by YoY growth¹

2023-24; increase in percentage over 2023



¹ Providers are listed alphabetically within each range

² Shares reflect each firm's portion of the 2024 DTC revenue pool for the 18 providers covered in this PEAK Matrix study

Key buyer considerations

Buyers are prioritizing providers that bring domain relevance, execution maturity, and measurable impact to digital transformation programs

Key sourcing criteria

High



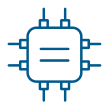
Strategy-led transformation with measurable outcomes

Buyers increasingly expect providers to translate digital vision into operating model change, backed by frameworks that baseline benefits and track outcomes over time.



Business and industry relevance

Enterprises value consulting partners that bring domain-specific playbooks, regulatory knowledge, and practitioner-led insights to ensure transformations are business-aligned, not tech-first.



AI and IP-enabled delivery

Providers are being evaluated on their ability to embed GenAI, automation, and proprietary accelerators into consulting programs, moving quickly from pilots to scaled deployments with governance.



Integrated orchestration across ecosystems

Buyers prefer partners that can coordinate hyperscalers, SaaS platforms, and cybersecurity providers, ensuring interoperability, resilience, and secure delivery across complex estates.



Commercial flexibility and spend governance

Outcome-based pricing, gainshare models, and cloud cost governance are no longer differentiators but expected as part of contracts to align with enterprise priorities.

Low

Priority

Summary analysis

Buyers prioritize strategic alignment, domain depth, and outcome-driven delivery.

AI, IP, and orchestration maturity are baseline expectations, not differentiators.

Sourcing decisions hinge more on value realization and governance than pricing flexibility.

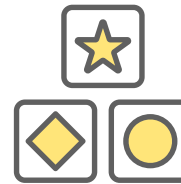
Key takeaways for buyers

Buyers are seeking partners that can move beyond delivery scale to offer strategic alignment, industry relevance, and measurable impact. As enterprise transformation priorities evolve, the focus is shifting toward embedded AI, business-aligned operating model change, and long-term value realization across global programs



Shifts in provider capabilities

Consulting maturity is becoming more differentiated based on providers' ability to drive business-led transformation, embed GenAI into real programs, and extend ownership across strategy, execution, and governance.



Differentiation across provider types

Specialist firms stand out in high-complexity domains by offering targeted industry depth and senior talent; large-scale players bring orchestration, change management, and global consistency across multi-tower programs.



Key innovations

AI-powered accelerators, value-tracking frameworks, and IP-backed delivery methods are becoming minimum expectations – buyers are increasingly favoring partners that offer production-ready tools and outcome-based program design.

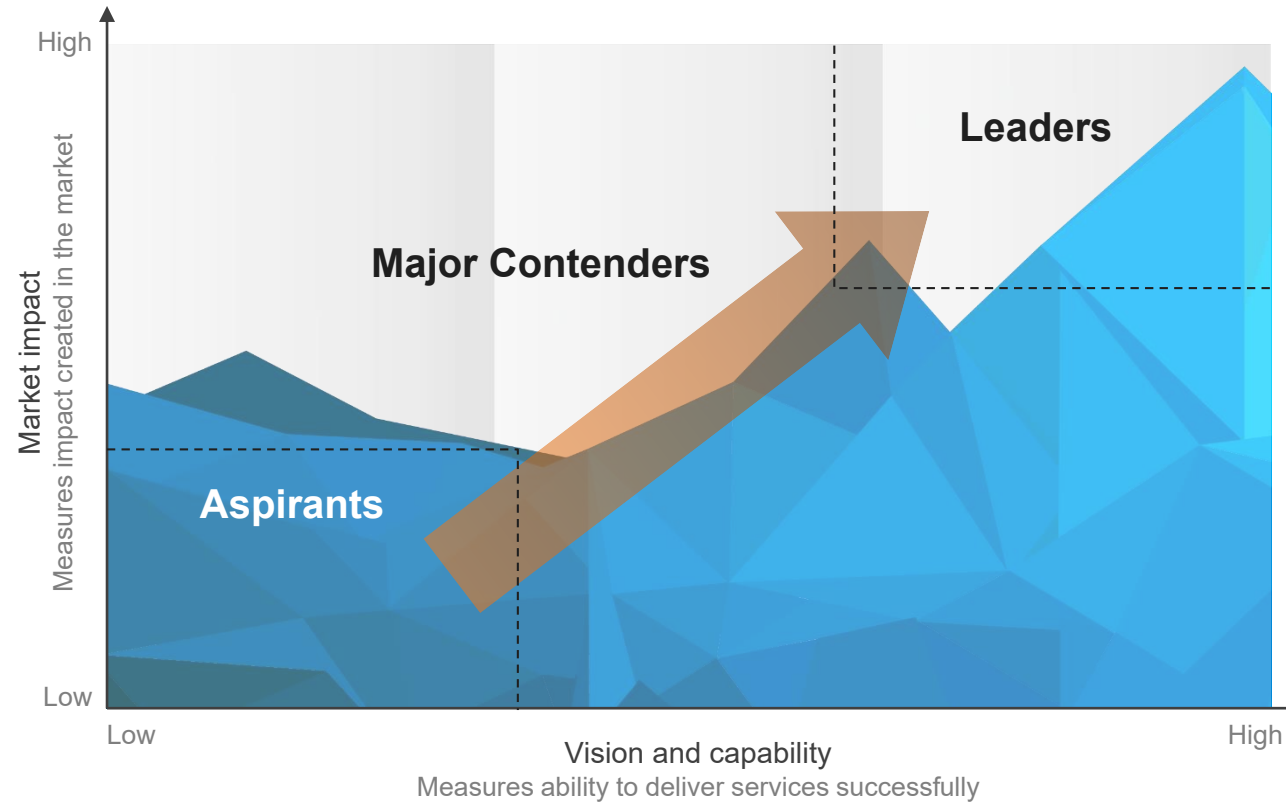
Appendix

PEAK Matrix® framework

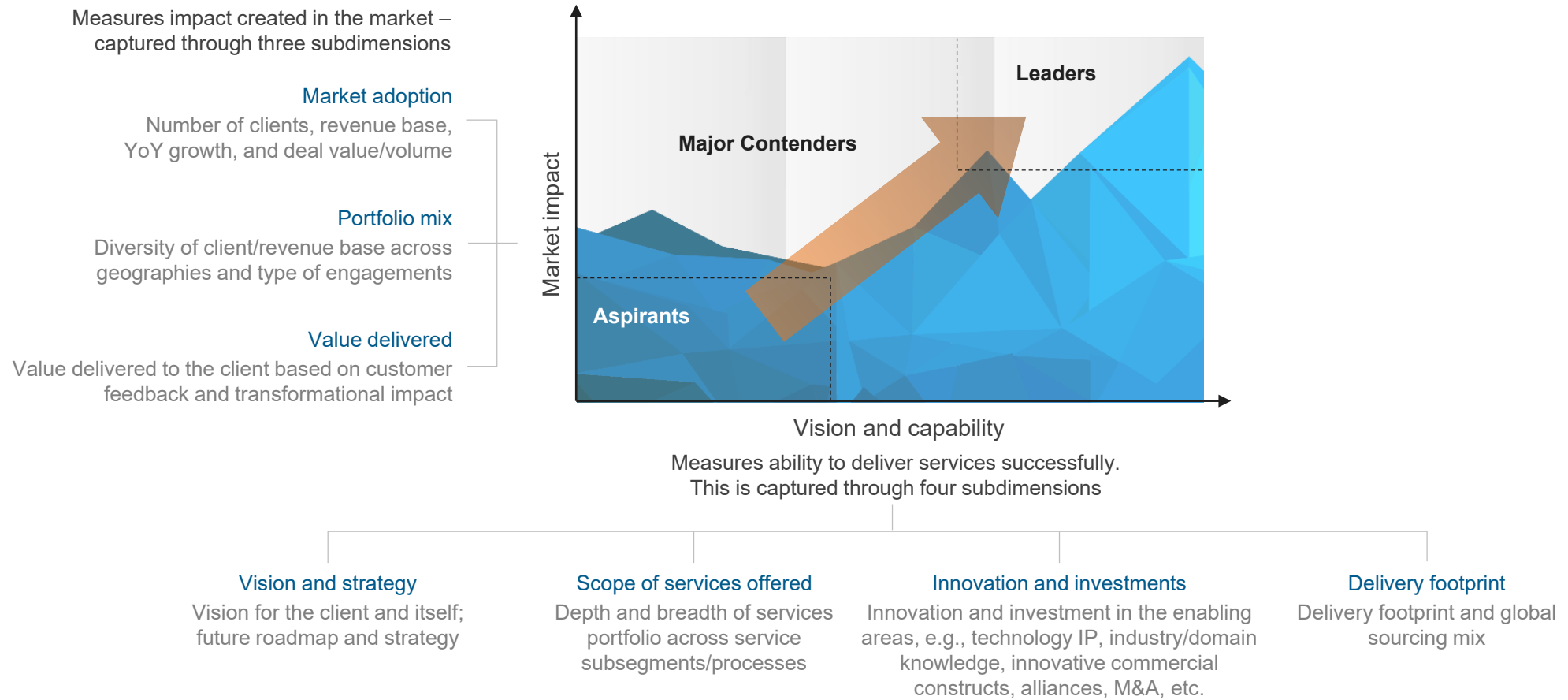
FAQs

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



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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