

Cognizant's Three-Vector Strategy: Building the AI-Native Oracle Enterprise

JULY 2026 | BRIEFING NOTES



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Summary

Cognizant is building on its award-winning leadership in Oracle Applications and Oracle Cloud Infrastructure (OCI) services by evolving into an AI builder that helps enterprises sustain their competitive advantage. Central to this vision is a modular, three-vector strategy that aligns Oracle's

native embedded AI capabilities across its product suites with Cognizant's purpose-built tools and proprietary frameworks. Combined with ongoing AI innovation across its platforms and deep industry expertise, this approach positions Cognizant as a proactive AI transformation partner for enterprises accelerating Oracle-led business transformation.

Oracle AI adoption: Enterprise limitations

Oracle is carving a differentiated moat against traditional hyperscalers by emphasizing embedded AI over standalone tools. Rather than competing solely on raw compute scale, its strategy focuses on a database-centric, multicloud architecture that natively embeds AI within enterprise applications instead of treating it as an overlay.

By integrating GenAI across its SaaS portfolio and adopting vector-native architectures, Oracle is evolving the *system of record* into a *system of intelligence*, enabling enterprises to operationalize data without the friction of complex third-party integrations.

To thrive in an increasingly automated economy, enterprises must navigate a fundamental architectural shift from a rigid, traditional IT stack to a dynamic, AI-native stack. This transition is not merely a technical upgrade but a strategic reimagining of enterprise architecture, moving organizations from manual data processing to autonomous business execution.

The new paradigm prioritizes agility, hyperautomation and immediate business impact. For most Oracle customers in regulated sectors such as finance or healthcare, transformation initiatives must not compromise the integrity of the core system. The AI stack must balance innovation with security, governance and compliance requirements.

Some key challenges enterprises face in this transition include the following:

- **Cross-module orchestration:** Autonomous agents often struggle with the final layer of integration when they must communicate across fragmented ecosystems, for example, moving from an Oracle supply chain management (SCM) module to a third-party logistics providers, without standardized APIs.
- **Autonomous trust gap:** Transitioning from chatbots that suggest actions to AI agents that independently execute financial transactions in Oracle Fusion requires a significant cultural shift and clearly defined human-in-the-loop thresholds to bridge the trust gap.
- **Data readiness and vectorization:** Transitioning to AI-native architectures such as Oracle Database 23ai involves the complex, computationally intensive process of converting massive legacy datasets into vectors suitable for LLMs.
- **Hybrid cloud security:** Maintaining strict data residency and encryption protocols becomes increasingly challenging when connecting on-premises Oracle databases or hybrid systems, such as Oracle Cloud@Customer to OCI GenAI services, without compromising compliance.
- **Code quality and technical debt:** The speed of AI-assisted development can create a backlog of undocumented or poorly understood synthetic code, resulting in long-term maintenance burdens if strict governance is not enforced from the outset. AI can rapidly refactor legacy code for OCI but may introduce hallucinated syntax or security vulnerabilities.



Cognizant's three-vector AI Builder Strategy

Overcoming the above-mentioned challenges requires nuanced expertise of a partner such as Cognizant that understands traditional Oracle systems and possesses strong and growing capabilities in the next-generation AI stack.

Cognizant's unique three-vector approach facilitates a structured transition from traditional Oracle environments to an AI-native enterprise. It addresses structural and operational bottlenecks

that typically stall Oracle AI deployments by segmenting the AI journey into three distinct pathways and offering flexible roadmaps for enterprises progress from basic productivity gains to full-scale business transformation. Rather than positioning Oracle solutions solely as efficiency enablers, this approach reimagines them as intelligent ecosystems in which AI agents drive autonomous, outcome-oriented innovation.

Figure 1: The three vector pathway



Source: Cognizant

Vector 1: Unlocking productivity (the efficiency or tech-for-tech vector) specifically addresses the high cost of technical debt and the persistent manual effort associated within legacy Oracle environments. This vector emphasizes AI-assisted coding and modern software engineering practices to streamline operations and accelerate delivery cycles. With proprietary platforms like **Cognizant Neuro® AI Enterprise Core**, the company reduces manual effort in configuring Oracle applications, accelerating deployments and improving accuracy. **Neuro® AI Enterprise Core** is a unified, platform agnostic ecosystem that boosts enterprise productivity and equips developers with intelligent

support for code generation, debugging, and explainability. For Oracle clients, this means faster rollouts of ERP, HCM, and SCM modules with fewer errors and lower costs.

Vector 2: Industrializing AI (the embedded AI vector) focuses on embedding AI directly into core business processes, including Oracle HCM, finance and supply chain, to create scalable, production-ready solutions that transform enterprise operations. This vector systematically addresses the dual challenges of data readiness and hybrid cloud security. By leveraging Oracle AI Data Platform, Database 23ai and other innovations, Cognizant helps enterprises navigate the high computational



costs and architectural complexity of converting massive legacy datasets into vectors for AI-native capabilities. This industrialization process ensures OCI GenAI services can securely interact with on-premises databases while maintaining strict data residency and encryption protocols to meet compliance requirements.

Vector 3: Agentification of the value chain (the agentic AI or transformation vector) represents the most ambitious phase of AI evolution and solves the last-mile problem, in which traditional AI provides insights but fails to execute autonomous

actions. Powered by the Cognizant Neuro® AI Enterprise Core, this vector advances beyond chatbots to sophisticated, multi-agent orchestration that redefines the UX across Oracle Fusion applications. These agentic services transform the traditionally people-intensive workflows, such as financial reconciliation or talent onboarding, into seamless autonomous processes. For example, rather than merely flagging a supply chain delay, an Oracle AI agent can independently assess alternative supplier inventory, calculate fiscal impacts within the ERP and draft procurement orders for final approval.

Key pillars enabling three-vector approach

Translating the vector strategy into customer impact requires foundational building blocks that span deep-tech innovation, purpose-built platforms and a workforce strategy that integrates these capabilities into unique customer environments. While these elements continue to evolve to meet dynamic enterprise AI needs, a few noteworthy components of Cognizant's Oracle AI practice stand out:

Workforce transformation: Cognizant has embraced to an AI-first mindset and is investing in multi-modal training, certifications and labs to upskill teams in AI tools, prompt engineering and responsible AI practices. It maintains a dynamic pool of certified Oracle Cloud specialists and ranks among top 5 in Oracle cloud certifications.

Supported by growing specialization in emerging Oracle technologies, this capability is a critical differentiator matched by only a few other global providers.

Commitment to Oracle AI Data Platform: As one of the launch partners for Oracle AI Data Platform, Cognizant is addressing the AI velocity gap by training more than 1,000 global associates

specifically on the platform. The partnership centers on a co-build model that uses both the Oracle AI Data Platform and the Cognizant Agent Foundry platform to deliver more than 50 industry-specific agentic use cases across industries such as manufacturing, retail and technology. The collaboration will develop next-generation market assets focused on multicloud architectures and Oracle Fusion Data Intelligence to provide clients with a 360-degree view of their business data throughout this year.

Proprietary AI platforms: Cognizant leverages its own high-scale platforms to power the three vectors. Cognizant Neuro® AI serves as a multi-agent orchestration layer for Vector 3, helping enterprises discover, prototype and develop AI use cases. It provides the enterprise core needed to manage multi-agent workflows securely, ensuring AI agents across finance and SCM, for example, operate within a unified governance framework, thereby improving enterprise outcomes. Cognizant Flowsource™ is a modern engineering platform that integrates GenAI into the software development lifecycle and can be specifically tailored for Oracle environments.



Bridging the adoption gap: Resolving enterprise constraints to drive strategic value

Cognizant's three-vector approach is designed to dismantle the structural and operational barriers that have traditionally stalled AI adoption, particularly in highly regulated enterprise environments. The methodology directly maps to critical enterprise pain points and drives the following outcomes:

- **Cross-module hyperautomation:** By automating the last mile of cross-module orchestration, for example, from SCM modules to third-party logistics providers, Cognizant reduces the friction points at which autonomous systems typically fail.
- **Bridging autonomous trust gap:** Using the Cognizant Neuro® AI orchestration layer, enterprises move beyond simple chatbots to autonomous agents. The approach addresses the human-in-the-loop challenge by establishing clear thresholds and governance frameworks that keep AI-led financial transactions or supply chain shifts under strict enterprise control.
- **Solving data readiness gap:** To address the computational complexity of Oracle Database 23ai and integration challenges, Cognizant converts massive legacy datasets into AI-ready assets. This heavy lifting allows enterprises to operationalize data without compromising the integrity of their financial or clinical systems.
- **Securing hybrid perimeter:** Cognizant's growing expertise in Oracle Cloud@Customer and OCI GenAI services ensures that data residency and encryption protocols remain intact. This capability enables organizations to continue innovating in the cloud, while keeping sensitive data within mandated local security perimeters.
- **Mitigating technical debt:** Frameworks such as Cognizant Flowsource™ apply rigorous governance to AI-assisted coding. This approach prevents rapid OCI refactoring from creating a black box of undocumented code and yields a maintainable, high-quality architecture that reduces long-term maintenance burdens.

Customer Success Examples

Vector 1: GenAI Powered Oracle Transformation: Accelerating design, testing and intelligent operations

Cognizant partnered with a leading global telecommunications operator to drive ERP and SCM Cloud transformation by embedding GenAI-powered automation into the core design and testing lifecycle. This initiative transformed manual, document-heavy workflows into a streamlined, high-velocity operating model. Leveraging its proprietary GenAI automation framework, Cognizant delivered hyper productivity and intelligent operations, enabling the telecommunications provider to improve efficiency, enhance quality and drive sustainable business impact. The transformation accelerated implementation timelines by 20 percent and helped unlock additional revenue opportunities.

Vector 2: Elevating Employee and Agent Experience through AI-powered HR

Cognizant transformed HR service delivery for a leading investor-owned energy company through a GenAI-enabled Oracle HR Help Desk solution that embedded intelligence across the entire ticket lifecycle. The solution introduced AI-powered knowledge summarization, automated issue overviews to accelerate case handoffs, proactive content recommendations to reduce avoidable cases and real-time AI chat responses to improve first-contact resolution and consistency. Collectively, these capabilities reduced average case handling time by an estimated 30 percent while significantly enhancing the HR support experience for employees and agents.



Vector 3: AI-Powered Talent Advisor: Transforming Performance Reviews

Cognizant transformed the performance review experience for the world's largest credit union by designing and implementing an AI-powered Talent Advisor within Oracle Cloud HCM. By embedding agentic AI across the performance lifecycle, the solution

delivered contextual, real-time guidance for goal alignment, continuous feedback and review creation. Beyond enhancing employee and manager experiences, the AI advisor drove measurable operational efficiencies, reducing HR policy- and process-related support tickets by 16 percent during the performance cycle and significantly lowering reliance on HR administrative support.



About the Author

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Siddharth brings three decades of technology industry experience with the world's leading companies, with versatility across market segments and technologies — Cloud, Software, Hardware, Solutions, and Services. He has held diverse roles across General Management, Sales Leadership and Strategic Alliances. Most recently, as Head – Alliances & Channels at Oracle India, he led the growth of Oracle's cloud partner ecosystem. Prior to that, he held key leadership positions at Microsoft, Wolters Kluwer, Oracle, Sun Microsystems, Dell, IBM and Modi Xerox. This breadth of experience — spanning global technology leaders across multiple decades — gives him a rare understanding of the way technology markets are built, navigated and scaled. Following a distinguished full-time corporate career, Siddharth now works as an independent research consultant, currently associated with ISG Provider Lens[®], the research arm of the Information Services Group. His contribution spans cloud and enterprise technology ecosystems, encompassing provider positioning, partner ecosystem analysis, and technology adoption trends across enterprises, both large and the midmarket. Siddharth actively contributes to industry discourse in a research and advisory capacity as well as that of a speaker and engages with organizations at the forefront of technology adoption and ecosystem strategy. This practitioner-to-analyst transition brings authenticity and depth to his research. Siddharth holds a postgraduate degree in Management (Marketing) from IMI, New Delhi and is based in Gurgaon.



Summary Facts



cognizant[®]



Headquarters

Cognizant is headquartered in Teaneck, New Jersey, U.S.



Total Employees

More than 357,600 employees



Revenue

FY25 was \$21.1Billion



Service Portfolio

Digital Transformation, Technology Services, Business Process Services, Managed Services



Competitors

Cognizant competes against both global and Indian IT services providers, consulting firms, BPS providers and systems integrators.





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 and research, in-depth knowledge and governance of provider ecosystems, and the expertise of its 1,500 professionals worldwide working together to help clients maximize the value of their technology investments.

For more information, visit www.isg-one.com.

