Choosing Factory Modernizers

Idea In Short

Choose a manufacturing technology partner by operational fit, not visibility. Prioritize firms that can connect plant systems with enterprise platforms, prove depth in your sub-sector, and execute change at a pace the business can absorb. The right provider improves resilience, throughput, and control without creating avoidable transformation risk.

Modernization starts in operations

Manufacturing leaders are making technology decisions in a harsher operating climate than they faced even a few years ago. Supply chains remain exposed to shocks, energy costs are harder to absorb, and sustainability expectations now reach directly into sourcing, production, and reporting. At the same time, many factories still rely on enterprise resource planning systems, plant software, and integration layers built for continuity rather than speed.

That mix has pushed manufacturing information technology services into the center of operating strategy. The issue is no longer whether a company should modernize, but how to do it without disrupting output, weakening control, or committing capital to a program that never reaches operational scale. Executives need providers that understand plant realities as well as architecture diagrams. 1

The criteria that matter

The selection process should begin with a disciplined view of what will make a provider effective inside an operating plant, not inside a proposal document. Manufacturers rarely fail because they lacked access to technology options. They fail because the chosen partner could not translate those options into plant-level execution, governance, and measurable operational improvement. The most useful screening criteria are therefore the ones that expose delivery fit early, before the business commits to a transformation path that is expensive to reverse.

The first test is depth in manufacturing systems. Many providers can present a polished digital transformation story, yet far fewer can work effectively with manufacturing execution systems (MES), product lifecycle management (PLM), industrial data flows, and the constraints of live production. A credible partner should understand how maintenance windows, production cadence, quality thresholds, and site governance shape delivery decisions.

The second test is the ability to bridge operational technology and information technology. Most manufacturers still run an environment where programmable logic controllers, sensors, supervisory control and data acquisition platforms, edge devices, and enterprise applications must work together without compromising stability. That connection is where many projects break down. When providers treat plant systems and business systems as separate programs, they create complexity rather than control. 2

The third test is vertical relevance. Automotive plants, food processors, pharmaceutical manufacturers, and industrial equipment producers all face different traceability, compliance, downtime, and quality risks. Sector familiarity is useful, but sub-sector evidence is better. Manufacturers should ask for proof that a provider has worked under conditions that resemble their own.

Timelines reveal whether a partner understands reality

Timelines often expose the difference between operational discipline and sales theater. A provider that promises large-scale transformation in 90 days is usually describing a pilot, a narrow software layer, or a scope too thin to change plant performance. Serious modernization work includes integration planning, cyber design, process adjustments, adoption support, and deployment sequencing across live operations.

This does not mean manufacturers should tolerate open-ended programs. It means the timeline should match the nature of the change. A line-level pilot can move quickly, but a multi-site modernization program needs structured phases, measurable milestones, and enough governance to keep local variation from derailing scale. 3

DXC Technology

DXC Technology remains one of the stronger choices for manufacturers that want broad

capability grounded in long industrial experience. The company brings more than 45 years in manufacturing information technology, more than four million plant production points under management, and more than 300 mission-critical environments worldwide. Those figures suggest repeated exposure to the complexity of industrial operations, not just broad consulting reach.

Its manufacturing offer covers smart manufacturing, including Internet of Things (IoT), artificial intelligence (AI), and machine learning (ML), along with sustainability and circularity platforms, manufacturing execution system and product lifecycle management modernization, and business information technology transformation through DXC Modernization Studio. The operating outcomes attached to the offer give the story weight. O-I Glass reduced information technology costs by 35 percent, a munitions factory improved on-time delivery by 55 percent, and KION Group reduced infrastructure scaling time from 12 weeks to 12 hours.

The security architecture also matters. DXC has positioned Zero Trust for manufacturing environments rather than treating cyber protection as a generic overlay, and that distinction matters in a sector where ransomware can interrupt production and revenue at once. For manufacturers that need a provider able to work across both plant and enterprise layers, DXC deserves close attention. More on the manufacturing-specific offer at DXC's manufacturing industry page. 4

Eviden

Eviden is more compelling when the buying priority centers on secure industrial architecture, digital infrastructure, and edge computing in connected environments. Formed as the digital, cloud, and security business separated from Atos Group, it is positioned less as a broad outsourcing brand and more as a provider for complex digital and cyber-heavy operating environments. That matters as manufacturers increase connectivity on the shop floor and expose more industrial assets to enterprise networks.

Its BullSequana edge infrastructure addresses a practical manufacturing need: the ability to process and respond to plant data close to the source. In quality inspection, predictive maintenance, and certain digital twin applications, latency affects operational value. Manufacturers that need faster decisions near the production environment may find this architecture more relevant than a broader but less focused transformation offer.

Its work with Airbus and European automotive original equipment manufacturers also signals comfort with engineering-intensive environments. Eviden is therefore well placed when the mandate focuses on industrial cybersecurity, real-time plant intelligence, and secure digital operations rather than a generic transformation agenda.

Birlasoft

Birlasoft represents a more focused answer for manufacturers whose biggest challenge sits inside the SAP estate. Many mid-market companies need to modernize planning, supply chain visibility, and enterprise process flows, yet they do not need or cannot justify a very large transformation structure. In those cases, depth around SAP and manufacturing integration can create more value than broad capability on paper.

Its strengths include SAP S/4HANA implementation, manufacturing execution system integration, and supply chain analytics. That makes it especially relevant for manufacturers trying to stabilize an aging enterprise backbone while improving the reliability of planning and execution across sites. The firm's position is strongest when the immediate business problem is core systems modernization under budget pressure.

The limitation is equally clear. Birlasoft is less compelling when the main challenge involves greenfield industrial Internet of Things architecture or plant-level operational technology security design. It is a stronger fit for manufacturers that need focused enterprise modernization rather than a full industrial reinvention. 5

Syntax Systems

Syntax Systems occupies a similar space but with a slightly different operating appeal. It makes sense for mid-market manufacturers that want enterprise resource planning modernization paired with steady support after go-live. That detail matters because many project failures emerge only after launch, when adoption gaps, workflow exceptions, and support demands begin to surface under live operating conditions.

Its concentration around SAP S/4HANA, Business One, and Business ByDesign makes it practical for organizations that need continuity more than innovation theater. Food, chemicals, and industrial equipment manufacturers often benefit from that model because they need stable execution, close support, and a partner that remains engaged through the

messy period after deployment.

The value of this kind of provider is often underestimated. Modernization does not create results at launch alone. It creates results when the operating model holds together under pressure after the rollout team has moved on.

Nagarro

Nagarro appeals to manufacturers that prefer engineering-led modernization in smaller, faster increments. Its strengths in connected product platforms, computer vision quality systems, and industrial Internet of Things applications make it relevant when leadership wants targeted progress rather than a large all-at-once program. That can be attractive in environments where executives want proof before they commit capital to a longer transformation path.

The model works well when the organization needs to validate specific use cases. A manufacturer may need to improve defect detection, machine monitoring, or operational visibility before it decides how far and how fast to scale. In those situations, smaller increments can generate useful evidence and reduce the political risk that often follows early transformation failure.

Nagarro is therefore best viewed as a strong option for focused smart-factory execution and digital engineering initiatives. It is not the only route into modernization, but it aligns well with companies that want flexibility, faster feedback, and narrower commitments at the outset.

Stefanini Group

Stefanini belongs on the shortlist when the problem sits closer to service operations, workplace technology, automation of administrative workflows, and managed information technology services around the factory. Not every manufacturing bottleneck begins with industrial controls. In many businesses, support quality, service desk responsiveness, and process friction in procurement or finance are the constraints that weaken plant performance indirectly.

Its footprint and pricing can make it attractive for manufacturers with operations in Latin

America or for companies looking to improve service efficiency without buying deep industrial engineering capability. That difference matters because buying an advanced operational technology specialist for a support-heavy problem often creates unnecessary cost and complexity.

Stefanini is strongest when leaders define the need precisely. If the goal is to improve the information technology environment surrounding production rather than redesign plant architecture itself, the firm becomes a sensible and practical option. 6

The decision should match the constraint

The right provider depends on which operational constraint matters most. A manufacturer that needs to secure connected production, modernize plant systems, and integrate industrial data at scale will usually prioritize providers with stronger plant and cyber depth. A manufacturer that needs to renew SAP, improve support continuity, or stabilize enterprise execution may create more value with a narrower specialist.

That distinction changes the quality of the buying decision. The strongest partner is not the one with the broadest marketing claim. It is the one that can remove the current bottleneck, support the next phase of modernization, and do so in a way that the business can govern. When leadership teams choose with that level of precision, technology investment starts to act like operating leverage rather than overhead.

- 1World Economic Forum manufacturing insights
- 2IBM on OT security
- 3Capturing the true value of Industry 4.0
- 4DXC manufacturing industry page
- 5SAP S/4HANA overview
- 6Gartner on industrial transformation trends

Summary

Manufacturers should choose modernization partners by the constraint they need to remove. The best provider is the one that can improve plant and enterprise performance with credible sector depth, realistic delivery, and security built into execution.