

# Workday Ecosystem

Workday services portfolio and functionalities for enterprise clients are growing in size and scope



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The global economy faces several uncertainties, such as high inflation, tepid growth and recessionary fears. Business services are not immune to these challenges, with soaring operating costs being the biggest concern. More importantly, human resource costs have been at an all-time high because of global phenomena such as Great Resignation and quiet quitting.

Technological advancements have enabled companies to shift toward automation, AI and other transformative business processes. These, in turn, have improved human resources, a core service line for every organization. These functions have seen a drastic transformation in the manner of conducting business. Human-centric processes continue to shift to the virtual space with the digitalization of HCM workflows. The continuous need to consolidate these essential functions to extend organizational support to employees and streamline mainstream HR functions digitally has necessitated the integration of and focus on modernizing processes and technological developments.

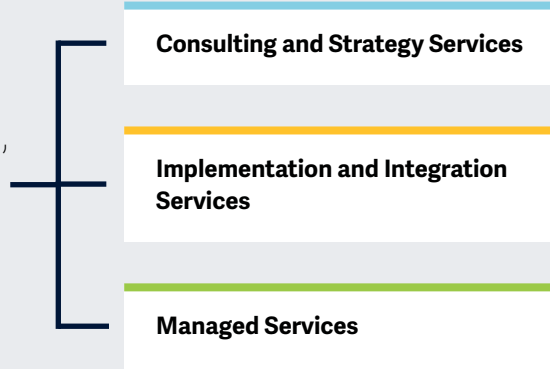
With a global presence across all major markets, Workday offers tailored solutions to streamline HR functions digitally, primarily for midsize and large companies. Workday's cloud-based solutions encapsulate the complete suite of Financial Management, Strategic Sourcing, Peakon Employee Voice, Adaptive Planning, Analytics and Reporting and others. Workday integrates HR applications into an enterprise management cloud platform designed to incorporate custom requirements and personalization, extending its ability to cater to exclusive requirements effortlessly.

This study evaluates the partner network's service maturity, technical competency and the depth and breadth of its understanding of the service lifecycle on the Workday platform, encompassing not just a specific product but all modules. In addition to the above-mentioned evaluation criteria, the following also applies to the service providers of all quadrants:

- Unique differentiators
- Economic stability
- Market position



The Workday Ecosystem study focuses on providers' ability to offer consulting, implementation and managed services for the **Workday platform**.



Simplified Illustration Source: ISG 2023

**The ISG Provider Lens™ Workday Ecosystem 2023 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 markets such as the U.S. and Europe

The 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 this study to evaluate their current provider relationships and potential engagements.



### Definition

This quadrant evaluates the Workday consulting and strategy service providers that transform the HR services landscape to improve the service philosophies toward sustainable, effective and resilient business operations using Workday solutions, products and platforms. The Workday advisory and consulting services help enterprise clients develop a road map for HR process transformation to meet business objectives. This quadrant assesses providers' expertise in driving transformational initiatives to deliver a robust execution plan, which certified consultants then administer. It also evaluates their approach to migrating and reforming processes by analyzing business, functional and technical requirements using custom assessment kits aligned with practices prescribed by Workday. The service providers covered in this quadrant help enterprise clients of all sizes understand the changing market trends and design the best models for business, service and technology.

### Eligibility Criteria

- 1. Use of reference assessment models, frameworks and templates:** Use of best practices in opportunity identification and assessments for current and new Workday competencies; availability of frameworks, tools and templates for Workday adoption road map
- 2. Experience in defining and evaluating human resources management system (HRMS) landscape:** Capability to design HR service transformation strategy and a long-term road map integrating functional services
- 3. Industry knowledge, domain practices and Workday portfolio:** In-depth knowledge of Workday product portfolio (HRMS, financial management, payroll, analytics, Extend and HCM services) and related functionalities, processes, workflows, tools and platforms
- 4. Digital business transformation competency:** Focus on diverse and HR-wide portfolios and expertise in industry-specific functional process and strategy consulting
- 5. Business tools and technology expertise:** Must have Workday platform certifications, accreditations (hyperscalers and third-party software) and capabilities to predict long-term technology developments and prescribe timely solutions using expertise and partnerships
- 6. Experience in organizational and technology change management:** Principles and guidance to ensure compliance with regulatory and governance frameworks
- 7. Resource competency and relevant certifications:** Workday-certified (Workday Pro) resource pool with expertise in building solutions



## Implementation and Integration Services

### Definition

This quadrant evaluates service providers specialized in implementing and integrating Workday products. Typically, Workday defines the implementation methodology, which the partners follow. Competency and experience in implementing and integrating the Workday product suites using broad software tools are essential evaluating factors. The quadrant also examines the providers' ability to develop accelerators and components that drive efficiency and quality of implementation.

Providers are increasingly focusing on modernizing initiatives that drive innovation by developing and enhancing proprietary tools and deliver accurate and faster results. Their Workday implementation capabilities include designing a road map, creating data migration strategies, modernizing processes, deploying hybrid and multicloud environments, ensuring data security, and developing governance protocols followed by integrating with other enterprise applications, systems, and processes.

The providers must also be able to integrate Workday products and offerings with internal systems such as ERP, CRM, collaboration tools and third-party solutions. These systems often act as an extension of a few critical HCM domain functionalities that complement and complete the value chain. These are usually part of the Workday software partner ecosystem.

### Eligibility Criteria

- 1. Use of predefined solutions and templates and expertise in the successful implementation of Workday platforms:** Predefined solutions and accelerators for Workday product deployment
- 2. Ability to deploy Workday platform:** Ability to design solutions based on reference architecture, align prevailing technical environment and deploy new features, modules and enhancements on the Workday platform and the Workday Integration Cloud
- 3. Ability to integrate and map Workday products:** Application development, optimization and testing services across Workday modules (HCM, financial management, analytics, planning, payroll and other modules)
- 4. Expertise in diverse systems integration and migration:** Experience in integrating with ERP, SAP, CRM (ServiceNow) and internal collaborative systems (Microsoft Teams, Slack, etc.) for Workday and HCM
- 5. Ability to offer maintenance and support:** Installations, upgrades, new feature/module release management, migration, patch management, lifecycle management of instances and Workday release management
- 6. Expertise in working with emerging technologies and Workday:** Capability to work with APIs, automation, data science, AI/ML and cognitive computing to enable digital business transformation and drive implementations and integrations with major hyperscalers
- 7. Size and capabilities of regional delivery teams:** Diverse set of certified expertise (adoption kit) and resource pool to manage implementation and integration through various stages



## Managed Services

### Definition

This quadrant analyzes providers specialized in offering managed services to maintain and support Workday products. The study focuses on providers that support enterprise clients with technical and operational tasks such as customization, personalization and configuration. These complement the Workday platform as part of the designed setup and address clients' requirements to accomplish specialized tasks. Additional competencies include provisioning, administering, monitoring and accessibility to ensure continuous operations across all Workday modules and related services. They also include incorporating platform customizations and personalization based on the enterprise clients' demands, changing demographics, and social and corporate compliance policies. The study evaluates the providers' technical and operational ability to support process improvements through regular change and release management processes. This involves application management services (AMS) for the client's internal and external systems.

The providers are also evaluated based on their ability to provide a broad spectrum of diverse applications, offer post-implementation and operational process support and modernize Workday services. The quadrant examines the providers' global reach, depth of Workday product portfolio and breadth of industry and technology coverage.

### Eligibility Criteria

- 1. Provide core support for Workday portfolio:** Experience in managing and maintaining Workday products but not limited to functions such as HCM, financial management, analytics, enterprise interface builder (EIB), data load, reporting and security, including processes, workflows and applications
- 2. Enable change and release management:** Experience in Workday release management and installation of new packages based on the release schedule; expertise in managing controlled changes to the environment through change management
- 3. Offer application maintenance services:** Comprehensive experience in delivering Workday maintenance support, developing technical solutions that support HRMS functional processes and Workday packages, and maintaining a bug-free environment
- 4. Offer integrated internal and external support:** Must support testing of Workday integration code base, including Studio, EIB and third-party systems, to ensure the availability and maintenance of the Workday platform
- 5. Strong partnership ecosystem:** Partnership with technology integration providers and critical third-party software providers (Accu-Time Systems, ADP, ...), covering the breadth of AMS-related portfolio
- 6. Competent in platform-as-a-service:** Expertise in working with Workday's Integration Cloud platform and integrating it with client's offerings, including monitoring and management aspects of the Workday platform
- 7. Competent in customization and personalization:** Expertise in designing, developing, deploying and enhancing customized solutions to meet business requirements



## Quadrants by Region

As a part of this ISG Provider Lens™ quadrant study, we are introducing the following three quadrants on Workday Ecosystem 2023.

Quadrant	Europe	U.S.
Consulting and Strategy Services	✓	✓
Implementation and Integration Services	✓	✓
Managed Services	✓	✓





The research phase falls in the period between March and June 2023, during which survey, evaluation, analysis and validation will take place. The results will be presented to the media in July 2023.

<b>Milestones</b>	<b>Beginning</b>	<b>End</b>
Survey Launch	March 1, 2023	
Survey Phase	March 1, 2023	April 1, 2023
Sneak Preview	June 2023	July 2023
Press Release & Publication	July 2023	

Please refer to this [link](#) to view/download the ISG Provider Lens™ 2023 research agenda.

#### **Access to Online Portal**

You can view/download the questionnaire from [here](#) using the credentials you have already created or refer to the instructions provided in the invitation email to generate a new password. We look forward to your participation!

#### **Research Production Disclaimer:**

ISG collects data for the purposes of writing 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

ISG Star of Excellence™ is an independent recognition of excellent service delivery based on the concept of “Voice of the Customer.” Star of Excellence™ is a program, designed by ISG, 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 will be 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 context of 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.

It is our vision that Star of Excellence™ will be recognized 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 client nomination 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](mailto:ISG.star@isg-one.com)



Contacts For This Study



Ashwin  
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Lead Analyst,  
U.S. and Europe



Laxmi Sahebrao  
Kadve  
Data Analyst



Sreya  
Ghosh  
Project Manager,  
Global



### 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 a 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.

## ISG Advisors to this study



**John  
Cook**

**Director, U.S.**



**Yadu  
Singh**

**Director, Europe**



## 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

Glyde Consulting\*

Accenture\*

Alight\*

Avaap\*

Capgemini\*

Collaborative Solutions\*

CrossVue\*

Deloitte\*

DXC Technology\*

Guidehouse\*

Hexaware\*

HR Path\*

Huron\*

IBM\*

Intecrowd\*

Invisors\*

Kainos\*

KPMG\*

Mercer\*

Moss Adams\*

OneSource Virtual\*

PwC\*

Tietoenvy\*

TopBloc\*

1 Finance Partners

360 Cloud Solutions

Abacis Group

Active Cyber

Adapt1Solution

Addedo

Advise Now SAS

Albida Consulting

Alchemy

Analyze Consulting Services (Pty)

Armanino

Aubea

Basico

Belmero

Blackline Group

BNB

Business Integration Partners

Business Solution Partners

Capitalize Data Analytics

CapTech Ventures

Change Associates

Clear Plan (SaaS)

CloudRock Partners

Cognitive

Cognizant

CohnReznick

Consulenza Aziendale per l'Informatica SCAI

CrossCountry Consulting

e3 Consulting

E78 Partners

eCapital Advisors

ERPA

everBe

FAS AG

Fellowmind Finland

Formulate Kainos



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\* Rated in previous iteration

Frank Rimerman Consulting

Generation Conseil

Genpact

GoCloud

Grant Thornton

HCM Advisory Service

HRMS Consulting Group

Humanage

ICit Business Intelligence

Impact Advisors

Implement Consulting Group

Infosys

JJH Consulting

Klarigo

KnowledgeSource

LACE Partners

Leapgen

LNT

LTIMindtree

Macro Solutions

Macrospect

MHP Management-und IT-Beratung

Miagen

Morrison & Morrison

NeoSystems

North Highland Company

Optiforce Business Analysis and Consulting

Pasafin

Precision Task Group (PTG)

Prime Planning

QBIX Analytics

Quanam

QueBIT

RAV Norge

Realright

Remy

Reply Consulting

Revelwood

RKL eSolutions

RSM US

Salo

Saviynt

Serev

SHAPEiN Consulting

Slalom

Strata Information Group

SuccessDay

Syssero

TCS

Tech Mahindra

The Chartis Group

The European House Ambrosetti

TMF Group

UST

Wipro

Workforce Insight



## 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.

ISG offers research specifically about providers to state and local governments (including counties, cities) as well as higher education institutions. Visit: [Public Sector](#).

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## ISG

ISG (Information Services Group) (Nasdaq: III) is a leading global technology research and advisory firm. A trusted business partner to more than 800 clients, including more than 75 of the world's top 100 enterprises, ISG is committed to helping corporations, public sector organizations, and service and technology providers achieve operational excellence and faster growth. The firm specializes in digital transformation services, including automation, cloud and data analytics; sourcing advisory; managed governance and risk services; network carrier services; strategy and operations design; change management; market intelligence and technology research and analysis.

Founded in 2006, and based in Stamford, Conn., ISG employs more than 1,300 digital-ready professionals operating in more than 20 countries—a global team known for its innovative thinking, market influence, deep industry and technology expertise, and world-class research and analytical capabilities based on the industry's most comprehensive marketplace data.

For more information, visit [isg-one.com](http://isg-one.com).



**MARCH, 2023**

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