

Transformational HR Outsourcing (HRO) Services

Assessing provider capabilities and the business
impact of outsourcing on HR transformation



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The expectations from the HR function have changed fundamentally. Once measured by transactional efficiency and cost containment, HR is now accountable for workforce resilience, talent competitiveness and EX. Meeting this mandate, at scale, across geographies, and amid continuous technological change, is beyond the reach of fragmented, function-by-function service models.

Multi-process HRO (MPHRO) has emerged as a strategic response. By consolidating multiple HR towers, spanning talent acquisition, payroll administration, learning and development, performance and succession management, workforce management, and HR administration, under a single, accountable provider relationship, MPHRO successfully delivers outcomes that disconnected arrangements are unable to provide. The results are unified data flows, consistent EX and cross-functional process accountability that drives measurable outcomes for a workforce.

The providers currently shaping this market offer far more than process management; they are embedding agentic AI, predictive workforce analytics and configurable technology ecosystems into integrated service models. Doing so, they are enabling organizations to make smart decisions and adapt continuously, using MPHRO as a transformation lever and not just a cost-related option.

For enterprises evaluating or expanding their MPHRO engagements, the provider selection has a strategic consequence. The right partner can provide operational discipline as well as innovation capacity, global reach and workforce intelligence needed to stay competitive in an era of constant disruptive change.



2026 MPHRO Study Blueprint

Execution Intelligence Value

MPHRO · Multi-Process HR Outsourcing · Full hire-to-retain lifecycle · Global delivery · AI-embedded HR operations

HR OPERATIONAL CORE						
TA & Recruitment Talent Acquisition Recruitment & onboarding Staff augmentation <ul style="list-style-type: none"> AI-driven sourcing & matching End-to-end RPO + contingent DE&I pipeline analytics Candidate experience NPS 	Payroll Global Payroll Mgmt Payroll <ul style="list-style-type: none"> Multi-country payroll engine Real-time error detection & audit Comp benchmarking & bands admin Tax & statutory compliance On-demand pay capabilities 	Perf & Succession Talent Management Performance management Succession planning <ul style="list-style-type: none"> Goal-setting, reviews & PIPs Comp benchmarking & bands admin Top talent identification AI-driven succession modelling 	L&D Learning & Development Learning and development <ul style="list-style-type: none"> Personalised AI learning paths Skills taxonomy & reskilling LMS / LXP managed services ROI-linked learning outcomes 	HR Admin Workforce Administration HR/workforce data mgmt Employee self-service Relocation/mobility Compensation mgmt/admin <ul style="list-style-type: none"> Lifecycle: onboarding - offboarding Case mgmt & HR shared services Global mobility / expat admin ER & grievance management Rewards Compensation 	WFM Workforce Management Workforce planning HR reporting & analytics <ul style="list-style-type: none"> Strategic headcount planning Scheduling & shift optimisation Time, attendance & absence Contingent workforce analytics 	Ancillary Services Ancillary and Value-added Services HR Contact Centre Benefits Coordination <ul style="list-style-type: none"> Employee query and case management Omnichannel employee support Benefits Administration & enrollment support Compliance and escalation management

EXECUTION Operating Model · Service Design · Process Excellence · Domain Depth

Operating Model & Service Design
 → HR process executor → Workforce strategy partner

- Global delivery: onshore · nearshore · offshore · GCC / GBS constructs
- Managed services · BOT · hybrid captive · platform-led models
- HR business partnering (HRBP-as-a-service) & advisory overlay
- Sector-aligned CoEs: BFSI, manufacturing, life sciences, tech

Process Excellence & Domain Depth
 → System support → HR intelligence & workforce predictability

- Deep multi-process HR expertise across all towers
- Workforce analytics: attrition prediction, skills gap, succession modelling
- Touchless HR transaction processing + real-time workforce insights
- Compliance: labour law, GDPR, SOC 2, multi-jurisdictional mandates
- HR project services: severance admin, policy dev & communication

INTELLIGENCE Digital · Data · AI · Platforms & Ecosystem

Digital, Data & AI
 → HR automation projects → Agentic HR intelligence & workforce foresight

Artificial intelligence HR reporting & analytics

- GenAI & agentic AI embedded across hire-to-retain lifecycle
- Predictive attrition, performance & succession models
- People analytics: workforce planning + DEI insights

Platforms & Ecosystem Integration
 → System support → HR platform orchestration partner

Admin technology platform Third-party integrations (HCM)

- Platform fluency: Workday, SAP SuccessFactors, Oracle HCM and equivalents
- ATS, LMS, WFM integrations: Taleo, Cornerstone, UKG and equivalents
- Pre-built HR accelerators + co-innovation partnerships

VALUE

Talent & Delivery Model
 → FTE scale → Capability-led HR workforce

- T-shaped: HR domain + tech + analytics
- AI-certified HR specialists & people scientists
- Pyramid → diamond delivery model

Governance, Risk & Compliance
 → Audit tracking → Workforce risk orchestration

- KPIs: time-to-hire, payroll accuracy, attrition
- Real-time HR dashboards & embedded controls
- GDPR, labour law, SOC 2, multi-jurisdictional

Commercial & Value Realization
 → Cost arbitrage → Workforce outcome partnership

- FTE → outcome-based & consumption pricing
- Gainshare on retention & hiring efficiency
- Transformation-linked commercial model



This study helps organizations evaluate current providers of **HRO** services and gain insights into upcoming ones.

Simplified Illustration Source: ISG 2026

Multi-process HRO (MPHRO) Services

Definition

The ISG Provider Lens® Transformational HR Outsourcing Services 2026 study offers business and HR leaders and decision-makers with the following:

- 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 the global market

Our 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 these reports to evaluate their current vendor relationships and potential engagements.



Multi-process HRO (MPHRO) Services

Definition

This quadrant evaluates providers of multi-process HRO (MPHRO) services that help enterprises consolidate and transform HR delivery. They strategically assist in designing integrated multi-tower solutions and implement scalable, technology-enabled HR models.

Providers offer core HR services, including administering workforce data; supporting recruitment; managing contact centers; handling compensation, leave and payroll; and managing performance. They supplement these with training, benefits administration and compliance consulting. Providers also drive transformation through agentic AI, intelligent automation and workforce analytics, enabling rapid, data-driven decisions and improved employee engagement. They are evaluated on their ability to integrate and administer HR technology ecosystems for coherent data flow across towers. Finally, the quadrant assesses their change management capabilities, where they aim to ensure smooth transitions and sustained adoption of new operating models so that enterprises can build a future-ready workforce.

Eligibility Criteria

1. Offer a range of **simultaneous and integrated HR services**, spanning a minimum of three HR process towers for organizations and their workforce (excludes providers that only offer payroll, professional employer organization [PEO] or employer of record [EOR] services)
2. Offer HR services, including **workforce data administration and HR contact center**
3. Use leading methods, tools, delivery approaches and technologies, including **AI-based automation and workforce analytics**, to improve, streamline and add value to the HR function and the broader enterprise
4. Offer **transition and transformation**, as well as ongoing delivery of HR services via a **consult-to-operate** model (excludes HR technology vendors, consulting companies and implementation firms that do not have HR service delivery capabilities)
5. Can deliver services **across or alongside leading HR technology platforms**, ensuring integrated data flow and consistent EX across towers
6. Deliver services through a **managed services model**, with operational accountability for **HR process outcomes** (excludes application management services [AMS], technology maintenance and platform implementation engagements that do not include ongoing HR service delivery)



Quadrants by Region

As a part of this ISG Provider Lens® quadrant study, we are introducing the following quadrant on Transformational HR Outsourcing (HRO) Services 2026:

Quadrant	Global
Multi-process HR Outsourcing (MPHRO) Services	✓



The research phase falls in the period between April and May 2026, during which survey, evaluation, analysis and validation will take place. The results will be presented to the media in September 2026.

Milestones	Beginning	End
Survey Launch	April 29, 2026	
Survey Phase	April 29, 2026	May 29th 2026
Sneak Preview	August 2026	September 2026
Press Release & Publication	September 2026	

Collecting client testimonials via the Star of Excellence® Program requires early client referrals (no official reference needed) because CX scores have a direct influence on the provider’s position in the IPL quadrant and the awards.

Please refer to the [link](#) to view/download the ISG Provider Lens® 2026 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 in the invitation email to generate a new password. We look forward to your participation!

Buyers Guide

ISG Software Research, formerly “Ventana Research,” offers market insights by evaluating technology providers and products through its Buyers Guides. The findings are drawn from the research-based analysis of product and customer experience categories, ranking and rating software providers and products to help facilitate informed decision-making and selection processes for technology.

In the course of the Transformational HR Outsourcing (HRO) Services 2026 IPL launch, we want to take advantage of the opportunity to draw your attention to related research and insights that ISG Research will publish in 2026. For more information, refer to the [Buyers Guide research schedule](#).

Research Production Disclaimer:

ISG collects data for the purposes of conducting 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

The Star of Excellence® is an independent recognition of excellent service delivery based on the Voice of the Customer concept. ISG has designed the Star of Excellence® program 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 are 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 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.

Our vision for the Star of Excellence® is to become acknowledged 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 "Nominate (for Providers)" 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:
star@cx.isg-one.com



ISG Star of Excellence



The ISG Provider Lens® 2026 – Transformational HR Outsourcing (HRO) Services study analyzes the relevant providers in the global market, based on a multi-phased research and analysis process, and positions these providers based on the ISG Research methodology.

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The research and analysis presented in this report includes research from the ISG Provider Lens® program, ongoing ISG Research programs, interviews with ISG advisors, briefings with service providers and analysis of publicly available market information from multiple sources. The data collected for this report represent information that ISG believes to be current as of May 2026 for providers that actively participated and for providers that did not. ISG recognizes that many mergers and acquisitions may have occurred since then, but this report does not reflect these changes.

All revenue references are in U.S. dollars (\$US) unless noted otherwise.



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ISG Provider Lens® 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 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 for this study



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**Sarah
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Director



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

Accenture*

ADP*

Capgemini*

CGI

Cognizant*

Conduent*

Genpact*

HCLTech

IBM*

Infosys*

SD Worx*

Sopra HR*

Strada*

TCS*

TMF Group

Wipro*

XBP Global



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. 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](#).

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 and cities) and higher education institutions. Visit: [Public Sector](#).

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The firm, founded in 2006, is known for its proprietary market data, in-depth knowledge of provider ecosystems, and the expertise of its 1,600 professionals worldwide working together to help clients maximize the value of their technology investments.

For more information, visit isg-one.com.





MAY, 2026

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