

# UKG Pro Ecosystem

A report analyzing the strengths and competitive positioning of UKG service provider partners



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The UKG Pro service partner ecosystem is at a decisive inflection point. The market has long been shaped by implementation-led engagements, deploying core HR and payroll capabilities for an installed base and migrating clients from legacy UltiPro platforms. While this wave continues, it no longer defines competitive position.

UKG's strategic direction is reshaping partner expectations. The emergence of Bryte AI, built on one of the largest proprietary HR and workforce datasets, marks a shift from transactional HCM to intelligence-led operations. UKG People Fabric, a unified data architecture spanning HR, payroll and talent, is transforming how enterprises access, analyze and act on workforce insights in real time. The extensibility layer is anchored by FleX Compose and a strong Google Cloud partnership.

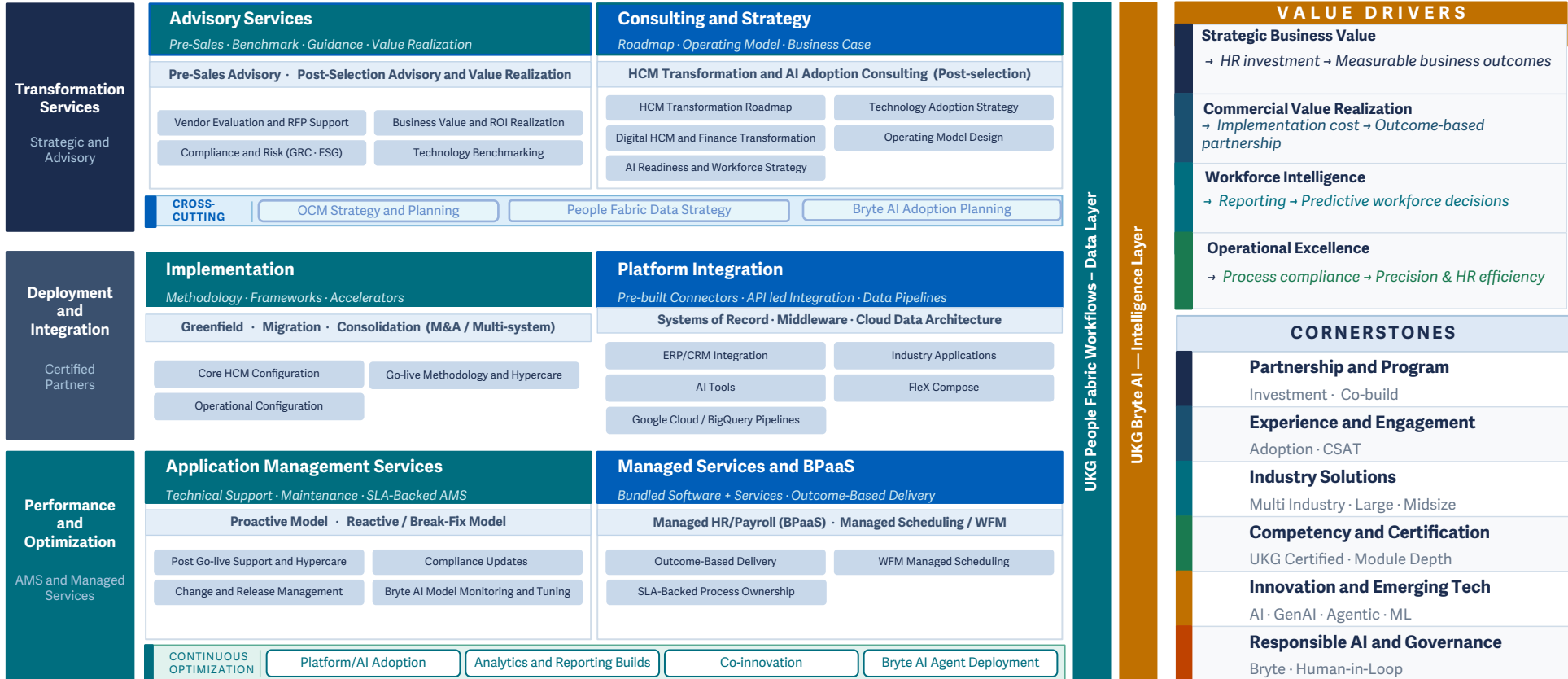
This shift requires service providers to adopt a broader, integrated capability posture. Advisory and transformation services, once peripheral to implementation-led models, now anchor enterprise value conversations. Post-deployment priorities have shifted from

maintenance to continuous optimization, including activating unused capabilities, maturing HR analytics, deploying AI agents and governing complex HCM platforms. Leading providers deliver across the lifecycle, from People Fabric data strategy and Bryte AI readiness to managed services, BPaaS augmentation and co-innovation.

This ISG Provider Lens® study evaluates UKG Pro service partners across the full spectrum, assessing portfolio breadth, competitive strength and market differentiation across transformation and advisory, implementation, integration, application management services (AMS) and optimization.

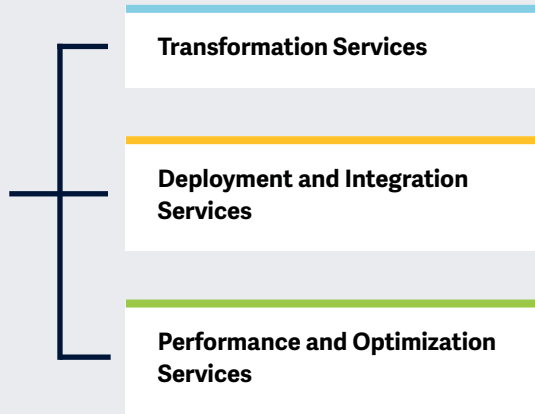


# Introduction



The **UKG Pro Ecosystem** study examines service partners driving intelligent, people-centric HCM transformation.

Simplified Illustration Source: ISG 2026



**The ISG Provider Lens® UKG Pro Ecosystem 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 U.S. markets

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.



### Definition

This quadrant evaluates service partners driving enterprise-wide HCM transformation on UKG Pro. It assesses advisory and consulting capabilities aligned to key service areas, including transformation roadmap design, operating model redesign, HCM architecture and organizational change management.

UKG's shift to AI-led workforce intelligence requires partners to prepare enterprises for Bryte AI adoption and translate platform capabilities into measurable outcomes. This includes AI readiness assessments, value realization planning and governance frameworks to support data-driven operations.

The quadrant emphasizes People Fabric data strategy, where partners establish architectures enabling cross-domain HR and payroll insights. It also evaluates their ability to align HCM transformation with enterprise priorities, workforce planning, talent strategy and organizational effectiveness, ensuring UKG Pro investments deliver sustained, people-centric value beyond implementation.

### Eligibility Criteria

1. Demonstrate a **structured UKG Pro advisory practice** with the ability to guide enterprises through HCM strategy definition, business case development and pre-sales transformation planning
2. Possess the **capability to assess** an organization's HR and payroll landscape and translate findings into a **UKG Pro-aligned transformation roadmap** with clear milestones and success metrics
3. Offer proof of **operating model design expertise**, with the ability to redesign HR delivery structures and people operations around UKG Pro's HCM capability set, spanning core HR, payroll, talent and benefits
4. Provide a demonstrable **organizational change management** methodology that addresses stakeholder engagement, communication planning and workforce readiness for UKG Pro deployments
5. Articulate and deliver a **People Fabric data strategy** that enables clients to leverage UKG Pro's unified data architecture across HR, payroll, talent and culture data for cross-domain workforce intelligence
6. Demonstrate **UKG Bryte AI** awareness and embed AI readiness planning, adoption governance and value measurement into transformation engagements
7. Show **industry-specific HCM transformation** experience, functional depth across at least two verticals relevant to the UKG Pro installed base



### Definition

This quadrant evaluates service partners on their ability to design, configure and deploy UKG Pro HCM solutions enterprise-wide and integrate the platform into a client's broader technology ecosystem. It also assesses their ability to execute greenfield implementations and complex migration engagements, including transitions from legacy UltiPro environments, using methodologies, proven accelerators and disciplined data conversion.

UKG Pro's unified People Fabric data architecture depends on partners' data readiness, legacy data cleansing and migration governance capabilities. The quadrant also evaluates partners' expertise in integrating UKG Pro with enterprise applications across ERP, benefits, identity management and applicant tracking systems (ATS) platforms, using UKG's API framework and FleX Compose extensibility layer. Partners are also assessed on their ability to build scalable architectures and maintain payroll continuity and compliance accuracy across go-live milestones.

### Eligibility Criteria

1. Have proven experience **delivering full-suite** and modular **UKG Pro HCM implementations** across enterprise environments, balancing speed-to-value with configuration integrity
2. Demonstrate a structured approach to **UltiPro platform migrations**, including data assessment, parallel testing and cutover planning
3. Configure UKG Pro across its **HCM capability set**, including payroll, core HR, benefits and talent, translating complex business rules into accurate, maintainable system configurations
4. **Possess integration design** and build across ERP, benefits carriers, ATS and identity providers using UKG's API framework and FleX Compose
5. Establish a **People Fabric-aligned data architecture** during deployment, ensuring HR, payroll and talent data is structured to support downstream analytics and Bryte AI capabilities
6. **Manage phased implementations** where payroll continuity and compliance accuracy are maintained across go-live milestones
7. Have a defined **hypercare and post-deployment stabilization** practice addressing configuration drift, integration failures and adoption gaps
8. Show evidence of **reusable accelerators, pre-configured templates** or proprietary tooling that reduces deployment risk and shortens time-to-value for UKG Pro clients



### Definition

This quadrant evaluates UKG Pro service partners on their ability to sustain, optimize and continuously evolve client HCM environments post-deployment. It assesses their AMS capabilities, including platform stability, break-fix support, configuration maintenance and release management, and their ability to drive continuous improvement through capability activation, system health assessment and analytics maturation.

The quadrant recognizes that many UKG Pro customers operate below their licensed capability ceiling. Partners that close this gap by activating dormant features, maturing reporting and aligning platform configuration with evolving business needs represent a distinct and increasingly valued segment. BPaaS delivery models that combine UKG Pro software with managed HR service operations are also evaluated. Providers are assessed on the transparency, scalability and measurable business impact of their post-deployment offerings, including their ability to embed Bryte AI agents into ongoing operations.

### Eligibility Criteria

1. Demonstrate a **structured AMS practice** for UKG Pro environments with defined service tiers, SLAs and support resources that ensure platform stability and payroll continuity
2. **Manage UKG Pro release cycles**, including impact assessment, regression testing and configuration updates, to minimize business disruption
3. Conduct **UKG Pro system health assessments** that identify configuration gaps, underutilized capabilities and optimization opportunities
4. Can systematically **activate dormant UKG Pro features** and modules, including reporting, workflow automation and self-service capabilities, deprioritized during initial deployment
5. Offer analytics maturation capabilities to help clients progress from standard UKG Pro reports to **People Fabric-powered intelligence** and **Bryte AI-driven insights**
6. Offer **BPaaS offerings** combining application management, HR service delivery augmentation and managed payroll or HR administration
7. Adopt a **repeatable methodology** for embedding Bryte AI agents into client environments, including readiness assessment, governance and adoption enablement
8. Demonstrate measurable outcomes from **optimization engagements**, including capability utilization improvements, process efficiency gains and HR service delivery impact



## Quadrants by Region

As a part of this ISG Provider Lens® quadrant study, we are introducing the following three quadrants on the UKG Pro Ecosystem 2026:

| Quadrant                              | U.S. |
|---------------------------------------|------|
| Transformation Services               | ✓    |
| Deployment and Integration Services   | ✓    |
| Performance and Optimization Services | ✓    |



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

| <b>Milestones</b>           | <b>Beginning</b> | <b>End</b>    |
|-----------------------------|------------------|---------------|
| Survey Launch               | 19 May, 2026     |               |
| Survey Phase                | 19 May, 2026     | 17 June, 2026 |
| Sneak Preview               | August 2026      |               |
| Press Release & Publication | October 2026     |               |

Please refer to the [ISG Provider Lens® 2026](#) research agenda to view and download the list of other studies conducted by ISG Provider Lens.

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

You can view/download the questionnaire from [here](#) using the credentials you have already created or refer to instructions provided 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 UKG Pro Ecosystem 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 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

The Star of Excellence™ is an independent recognition of excellent service delivery based on the concept of “Voice of the Customer.”

The 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 the 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.soe@isg-one.com](mailto:isg.soe@isg-one.com)



**ISG Star of Excellence**



## Methodology & Team

The ISG Provider Lens® 2026 – UKG Pro Ecosystem research study analyzes the relevant software vendors/service providers in the U.S. market, based on a multi-phased research and analysis process, and positions these providers based on the ISG Research methodology.

**Study Sponsor:**

Namratha Darshan

**Lead Author:**

Gaurang Pagdi

**Research Analyst:**

Shatakshi Singh

**Data Analyst:**

Aishwarya Pateriya

**Project Manager:**

Donston Sharwin

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The research and analysis presented in this study will include data 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. ISG recognizes the time lapse and possible market developments between research and publishing, in terms of mergers and acquisitions, and acknowledges that those changes will not reflect in the reports for this study.

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



## Contacts For This Study

### Study Sponsor



**Namratha  
Darshan**  
**Chief Business  
Leader**



**Gaurang  
Pagdi**  
**Lead Analyst –  
U.S.**



**Shatakshi  
Singh**  
**Research  
Analyst**



**Aishwarya  
Pateriya**  
**Data  
Analyst**



**Donston  
Sharwin**  
**Project  
Manager**



### 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 advisors participate as part of each study's quality and consistency review team (QCRT). The QCRT ensures 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 QCRT group and contribute at different levels depending on their availability and expertise.

The QCRT 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



Anoop  
Chawla

**Director**



Stacy  
Cadigan

**Partner**



## 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.**

|                                    |  |                         |                         |
|------------------------------------|--|-------------------------|-------------------------|
| Accenture                          | HCLTech                                    | Kick Tech               | Spencer Thomas Group    |
| Align HCM                          | HCM Unlocked Consulting & Managed Services | KPMG                    | TCS                     |
| Argano                             | HCMpact                                    | Mercer                  | Vintage Hill Consulting |
| Authentic Consulting Group         | Healthcare IT Leaders                      | Momentum Consulting     | Willory                 |
| C&M Consulting- Opti Force         | HealthNet Systems Consulting               | Mosaic Consulting Group |                         |
| Centric Consulting                 | HR Computes                                | NeoSystems              |                         |
| ClearCourse Consulting             | HR Path                                    | PayTech                 |                         |
| Coligos Consulting                 | HR Strategies Consulting                   | Predictive HR           |                         |
| COM4 Global                        | HR1 Systems                                | PuzzleHR                |                         |
| CORE HCM                           | Hrchitect                                  | RSM US                  |                         |
| Covalence Consulting               | Hub International                          | Sability                |                         |
| DataSmith - File Integrations, API | iBTR                                       | ScottMadden             |                         |
| Delaero                            | Improv                                     | Seequelle               |                         |
| EPI-USE                            | InfoSync                                   | Sendero                 |                         |
| Gosa Group                         | INSPYR Solutions                           | Simms & Associates      |                         |



## 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](#).

## 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](#).

For more information about ISG Research™ subscriptions, please email [contact@isg-one.com](mailto:contact@isg-one.com), call +1.203.454.3900, or visit [research.isg-one.com](http://research.isg-one.com).

## 

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 sourcing 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, 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](http://isg-one.com).





**MAY, 2026**



**BROCHURE: UKG PRO ECOSYSTEM**