



***ISG** Provider Lens™

2022

Workday Ecosystem 2022

imagine your future®

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 www.isg-one.com.



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Introduction

Business services are enabled by technologies and functional services focusing on organizational attributes revolving around human resources, which is a core service line. The organizational function has recently seen a drastic transformation due to a new way of doing business. Most human-centric processes have shifted to the virtual space. Critical corporate functions such as financial management, enterprise planning, payroll, talent acquisition, learning and development, and employee benefits have been digitized. Workday has tactically aligned itself with the organization and corporate portfolios, addressing all functions. Also, there's a critical need to consolidate all these essential functions that extend organizational support for the employees. These services are vital and continuous in nature and help organizations build their human capital maturity and create a sustainable roadmap of human resources to cater to current and future needs.

Workday's platform includes products and solutions that improve workflows and system connectivity. Employee-centric workflows, simplified user interfaces and integration with internal and external systems have revolutionized how HR operates. Workday consolidates all the functions in the form of products, hosts them on one single SaaS platform and integrates them for seamless operations. Also, Workday consolidates all employee-centric services and processes into a vertical product line that helps and simplifies complex processes. An ecosystem is built on the foundation of a strong partnership. Many internal and external systems are expected to connect and extend the operating experience. Thus, Workday is continuously upgrading and upscaling its key initiatives to enhance its platform capabilities. Workday community, pro certification programs, Workday Integration Cloud platform, enterprise service bus (ESB) and Workday Studio are its key offerings that are continuously evolving in terms of features and capabilities to enable faster time to value. The service segments that are part of the product onboarding lifecycle such as consulting, implementation and managed services are driven by the closely associated partner network.

This study evaluates the service maturity and technical competency of the partner network and the depth and breadth of their understanding of the service lifecycle on the Workday platform, encompassing not just a specific product but all modules. This report evaluates the overall expertise, experience and comprehensive knowledge of providers in Workday platform.

In addition to the above-mentioned evaluation criteria, the following apply to all the quadrants:

- Unique differentiators
- Economic stability
- Market position

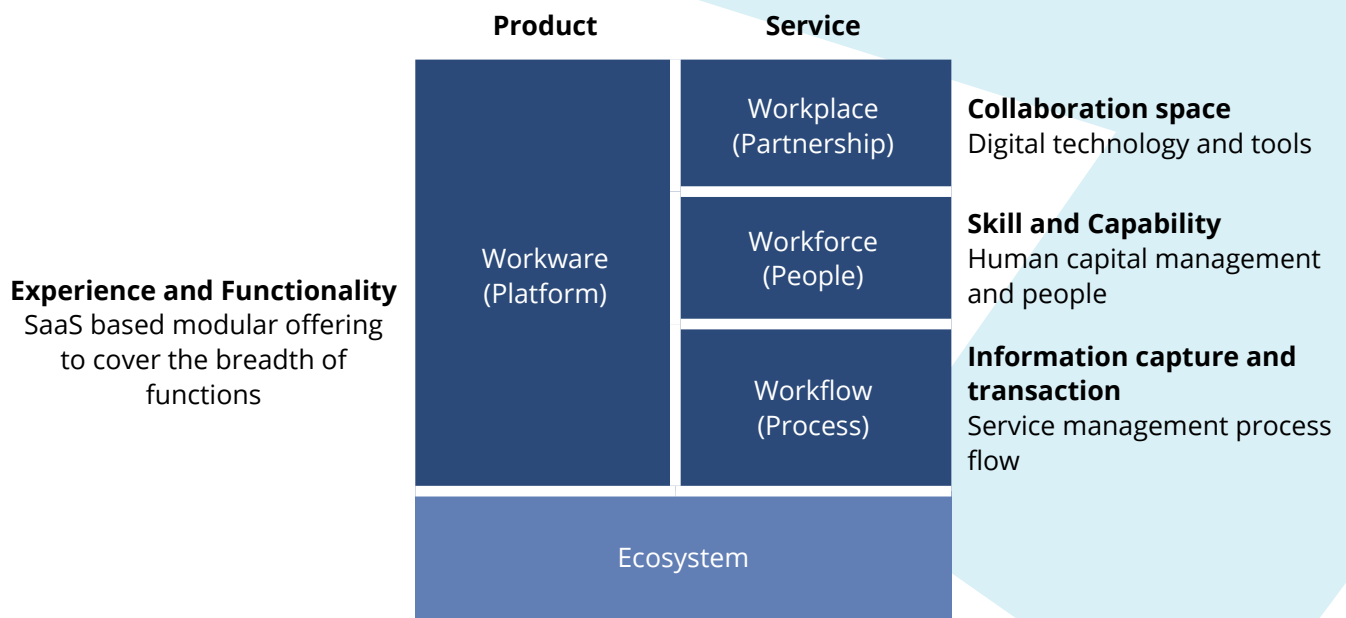
Quadrant Research

As part of this ISG Provider Lens™ quadrant study, we are introducing the following three quadrants for the 2022 Workday Ecosystem:

Simplified illustration



Source: ISG 2022



Consulting and Strategy Services

This quadrant evaluates the Workday consulting and advisory service providers that transform the human resource services landscape to improve their service philosophies for sustainable, effective and resilient business operations through Workday solutions, products and platforms. The Workday advisory and consulting services help enterprise clients develop a human resource process transformation roadmap to meet business objectives. Providers' experience in driving transformational initiatives to deliver a robust execution plan administered by certified consultants will be examined. Also evaluated will be their approach to migrating and reforming processes by analyzing business, functional and technical requirements using custom assessment kits aligned with practices prescribed by Workday. These service providers help enterprise clients of all sizes understand the changing market trends and design the best models for business, service and technology.

Eligibility criteria:

- **Use of reference assessments models, frameworks and templates:** Best practices in opportunity identification and assessments for current and new Workday competencies. Availability of frameworks, tools and templates for Workday adoption roadmap.
- **Experience in defining and evaluating HRMS landscape:** Capability to design HR service transformation strategy and long-term roadmap integrating functional services.
- **Industry knowledge, domain practices and Workday portfolio:** In-depth knowledge of Workday product portfolio (HRMS, financial management, payroll, analytics and HCM services) and related functionalities, processes, workflows, tools and platforms.
- **Digital business transformation competency:** Focus on diverse and HR-wide portfolios and expertise in industry-specific functional process and strategy consulting.
- **Business tools and technology expertise:** Workday platform certifications, accreditations (Hyperscalers and third-party software) and capabilities to predict long-term technology developments and prescribe timely solutions leveraging expertise, partnerships and experience.
- **Experience in organizational and technology change management:** Principles and guidance to ensure compliance with regulatory and governance frameworks.
- **Resource competency and relevant certifications:** Workday-certified (Workday Pro) resource pool with expertise in building solutions.

Implementation and Integration Services

This quadrant evaluates service providers specialized in implementing Workday products. Competency and experience in implementing and integrating the Workday products suite with broad software tools are essential evaluating factors. Workday defines the implementation methodology, and partners follow the guidelines. As a result, the providers' ability to develop accelerators and components that drive efficiency and quality of implementations will be examined. Modernizing initiatives is a major focus area among providers to drive innovation by enhancing, improving and developing proprietary tools to deliver accurate and faster results. Providers' capabilities in Workday implementation include designing the entire implementation plan, creating data migration strategy, modernizing processes, deploying hybrid and multicloud environments, ensuring data security, and developing governance protocols. In addition, the providers must demonstrate the ability to integrate the Workday products and offerings with internal systems such as ERP, CRM, collaboration tools and third-party solutions that act as an extension of a few critical HCM domain functionalities to complement and complete the value chain. These are usually part of the Workday software partner ecosystem.

Eligibility criteria:

- **Use of predefined solutions and templates and expertise in successful implementation of Workday platforms:** Predefined solutions and accelerators for Workday product deployment.
- **Speed of Workday platform deployment:** 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.
- **Integrating and mapping Workday products:** Application development, optimization and testing services across Workday modules (HCM, financial management, analytics, planning, payroll and other modules).
- **Expertise in diverse system integration and migration:** Experience in integrating with ERP, SAP, CRM (ServiceNow) and internal collaborative systems (Microsoft Teams, Slack, etc.).
- **Ability to offer maintenance and support:** Installations, upgrades, new feature/module release management, migration, patch management, lifecycle management of instances, and Workday release management.
- **Experience in working with emerging technologies:** Capability to work with APIs, automation, data science and AI/machine learning paired with cognitive computing to enable digital business transformation and the ability to drive implementations and integrations with major hyperscalers.
- **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

This quadrant analyzes specialized providers that offer managed services for maintenance and support of Workday products. The study focuses on providers that support run business of the enterprise client's including technical and operational tasks encompassing customizations, personalization and configurations. These complement the Workday platform as part of the designed setup and address clients' requirements to accomplish specialized tasks. The competencies include provisioning, administering, monitoring and being available for continuous operations across all Workday modules and related services. They also include incorporating platform customizations and personalization based on enterprise clients' demand, changing demographics, and social and corporate compliance policies. The study will evaluate the providers' technical and operational ability to support process improvements through regular change and release management processes. This involves application maintenance services (AMS) congruence with the clients' internal and external systems. The providers are 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 will also examine the providers' capability to offer comprehensive services, along with their global reach, depth of Workday product portfolio and breadth of coverage for industries and technologies.

Eligibility Criteria:

- **Ability to 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.
- **Change and release management:** Experience in Workday release management and installation of new packages based on the release schedule, and expertise in managing controlled changes to the environment through change management.
- **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.
- **Integrated internal and external support:** Support testing of Workday integration code base, including Studio, EIB and third-party systems, to ensure the availability and maintenance of the Workday platform.
- **Partnership ecosystem:** Partnership with technology integration providers and critical third-party software providers, covering the breadth of AMS-related portfolio.
- **Platform-as-a-service competency:** Expertise and prowess in working with Workday's Integration Cloud platform and integrating the platform with client offerings, including monitoring and management aspects of Workday platform.
- **Customization and personalization competency:** Expertise in designing, developing, deploying and enhancing customized solutions to meet business requirements.

Quadrants by Region

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

Schedule

The research phase falls in the period between **May and July 2022**, during which survey, evaluation, analysis and validation will take place. The results will be presented to the media in **September 2022**.

Milestones	Beginning	End
Study Launch	May 5, 2022	
Survey phase	May 5, 2022	May 31, 2022
Sneak previews	July 14, 2022	August 8, 2022
Press release	September 2022	

Please refer to the [link](#) to view/download the ISG Provider Lens™ 2022 research agenda.

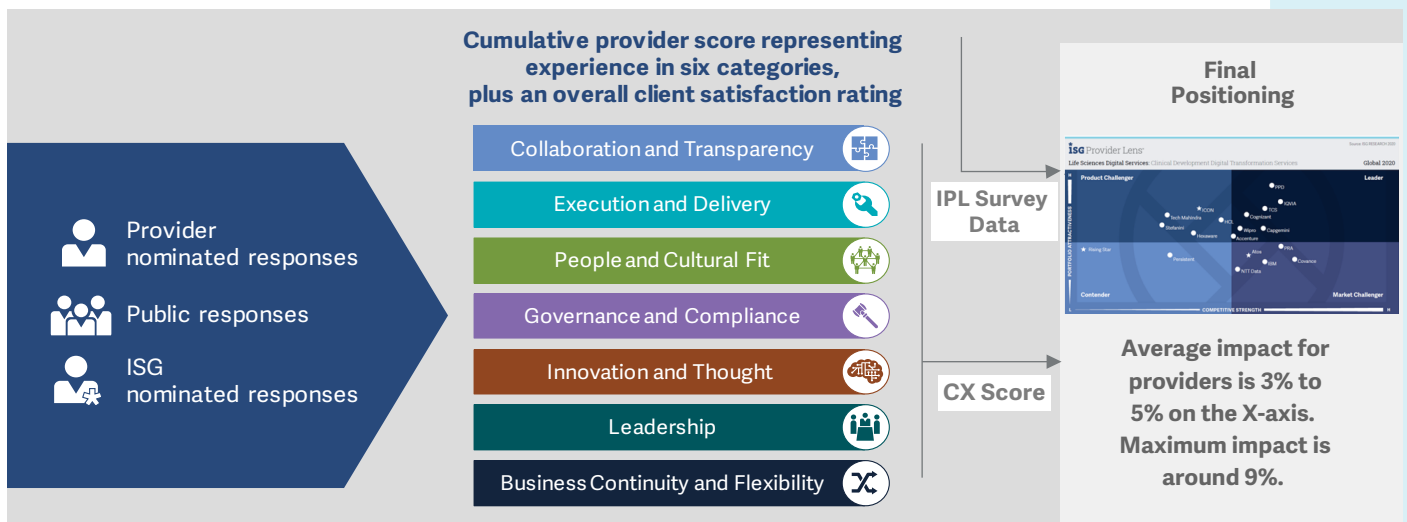
Access to Online Portal

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!

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 Provider Lens™ 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 Provider Lens™ 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: Star@isg-one.com

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 work identified by the 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 to produce ISG Provider Lens™ reports. These decisions will be made based on the level and completeness of 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.

Partial list of companies being invited for the survey

Are you in the list or do you see your company as relevant provider that is missing in the list?

Then feel free to contact us to ensure your active participation in the research phase.

1 Finance Partners GmbH	Clear Plan (SaaS) Ltd	HR Path
360 Cloud Solutions, LLC	CloudRock Partners	HRMS Consulting Group
Abacist Group LLC	CohnReznick LLP	Humange srl
Accenture	Cognitive	Huron
ACTIVECYBER, LLC	Cognizant	IBM
Adapt1Solution	Collaborative Solutions	ICit Business Intelligence Ltd
Addedo	Consulenza Aziendale per l'Informatica SCAI S.p.A.	Impact Advisors
Advise Now SAS	CrossCountry Consulting	Implement Consulting Group
Albida Consulting Ltd	Deloitte	Infosys
Alchemy	DXC Technology	Intecrowd
Alight (formerly NGA Human Resources)	e3 Consulting	Invisors
Alight Solutions	ERPA	JJH Consulting, Ltd.
Analyze Consulting Services (Pty) Ltd	everBe	Kainos
Armanino LLP	E78 Partners	Klarigo Oy
Aubea	eCapital Advisors LLC	KnowledgeSource, Inc.
Avaap	FAS AG	KPMG
Basico p/s	Fellowmind Finland Oy Ab	LACE Partners
Belmero	Formulate Kainos Limited	Leapgen, LLC
Blackline Group, Inc.	Frank Rimerman Consulting LLC	LNT
BNB	Generation Conseil	Macro Solutions
Business Integration Partners	Glyde Consulting LLC	Macrospect
Business Solution Partners	GoCloud	Mercer
Capgemini	Grant Thornton LLP	MHP Management-und IT-Beratung GmbH
Capitalize Data Analytics LLC	Guidehouse	Miagen
CapTech Ventures, Inc.	HCM Advisory Service e.K.	Mindtree
Change Associates Limited	Hexaware Technologies	Morrison & Morrison, Ltd

Partial list of companies being invited for the survey

Are you in the list or do you see your company as relevant provider that is missing in the list?

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Moss Adams LLP	RAV Norge AS	Strata Information Group
NeoSystems Corp	Realright	SuccessDay B.V.
North Highland Company LLC	Remy Corporation	Syssero
OneSource Virtual	Reply Consulting	TCS
Optiforce Business Analysis and Consulting	Revelwood	Tech Mahindra
Pasafin Oy	RKL eSolutions LLC	The Chartis Group, LLC
Precision Task Group (PTG)	RSM US LLP	The European House Ambrosetti
Prime Planning, LLC	Salo LLC	TietoEVRY
Prime Planning, LLC	Saviynt	TMF Group
PwC	Sereviso AG	TopBloc
Quanam	SHAPEiN Consulting GmbH	Wipro
QBIX Analytics, LLC	Slalom	Workforce Insight LLC
QueBIT		

Contacts for this study



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Do you need any further information?

If you have any questions, please do not hesitate to contact us at ISG.ProviderLens@isg-one.com.

ISG Provider Lens™ QCRT Program Description

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 & 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 providers' inclusion and participate in briefing calls
- Give their perspectives on service provider ratings and review report drafts

The ISG Provider Lens™ QCRT program helps round out the research process, supporting comprehensive research-focused studies.

Quality & Consistency Review Team for this study



John Cook
Director, Public Sector

Do you need any further information?

If you have any questions, please do not hesitate to contact us at isglens@isg-one.com.