

# Workday Ecosystem

## Performance and Optimization Services

A research report comparing provider strengths,  
challenges and competitive differentiators

Customized report courtesy of:



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**Workday continues to transform, innovate and deliver platform solutions for a seamless experience**

The U.S. market is a dynamic landscape of rapid technological advances and evolving business strategies. Consequently, cloud-based HR and financial management solutions are becoming indispensable for enterprises aiming for flexibility, scalability and cost-efficiency. Workday offers comprehensive solutions that not only streamline operations but also drive significant strategic advantages. The transition to cloud-based platforms has become critical for the digital transformation of U.S.-based companies, enabling them to enhance operational efficiency, ensure compliance and improve EX.

The robust Workday platform, fortified by advanced analytics, ML and stringent security components supports enterprises in navigating the complexities of the modern business environment. Consulting firms and system integrators play a crucial role in this ecosystem

as they provide essential expertise and support to ensure the successful implementation and optimization of Workday solutions. These firms bring deep industry knowledge, technical expertise and strategic guidance to the table, enabling organizations to maximize the value of their Workday investments.

The report explores key trends, challenges and the strategic approaches of providers shaping the adoption of Workday solutions in the U.S. It highlights how Workday's capabilities, combined with the support of experienced partners, are driving significant improvements in operational efficiency, regulatory compliance, employee engagement and overall business agility.

**Accelerated Cloud Adoption and Integration**

The U.S. market is rapidly embracing cloud-based HR and financial management solutions, driven by the need for flexibility, scalability and cost-efficiency. The Workday cloud platform leads this transformation, enabling enterprises to streamline operations, reduce IT infrastructure costs and enhance data accessibility. With robust security components and compliance with industry standards,

Workday's cloud solutions enhance **compliance, engagement and efficiency** for U.S. enterprises.



Workday allows organizations to swiftly respond to market changes, improve inter-departmental collaboration and enhance overall business agility. Consulting firms and system integrators play a vital role in this transition by providing deployment and integration services that ensure seamless transitions from legacy systems to cloud platforms. Their industry-specific tools and accelerators enhance the implementation process, enabling rapid and efficient adoption of Workday among clients.

### Enhanced Data Analytics and Reporting

Advanced data analytics and real-time reporting are becoming essential for strategic decision-making. Workday's analytics tools offer deep insights into workforce performance, financial metrics and operational efficiency. The integration of ML models helps predict trends and identify potential challenges proactively. The use of advanced analytics empowers businesses to make data-driven decisions, optimize resource allocation and achieve strategic objectives efficiently. By leveraging Workday's powerful analytics and reporting tools/components, along with the

expertise of service partners in implementing these solutions, organizations can gain a comprehensive view of their operations, enabling improved planning and forecasting.

### Improved EX and Engagement

Enhancing EX is a top priority for modern organizations. Workday's user-friendly interface and mobile capabilities allow employees to access information and perform tasks from anywhere, thus improving their overall experience. Personalized dashboards and self-service options further empower employees and boost engagement. Positive EX translates into high job satisfaction, increased productivity and more assured talent retention. Consulting firms and system integrators contribute to this space by implementing Workday's user-friendly interface and mobile capabilities and developing personalized dashboards and self-service options that empower employees and boost engagement.

### Security and Compliance

Ensuring data security and regulatory compliance remains a critical concern for

organizations. Workday continuously updates its platform to comply with evolving regulations and implements advanced security protocols to protect sensitive data. Comprehensive audit trails and reporting features aid organizations in meeting compliance requirements. Enhanced security and compliance measures mitigate the risk of data breaches, avoid regulatory penalties and build trust with stakeholders. Consulting firms and system integrators play a significant role by implementing advanced security protocols and ensuring that organizations stay updated with evolving regulations in their Workday deployments.

### Optimizing Workday Extend

Workday Extend is an integral component of the Workday platform, allowing organizations to build custom applications that seamlessly integrate with Workday's core functionalities. This capability provides businesses with the flexibility to address unique operational needs and extend the functionality of their Workday environment. By leveraging Workday Extend, companies can create tailored applications that enhance their business processes, improve

UX and drive innovation. Consulting firms and system integrators play a crucial role in maximizing the potential of Workday Extend. They help organizations identify opportunities for custom applications, develop and deploy these applications and ensure they are seamlessly integrated with existing Workday solutions. This support enables businesses to enhance their operational capabilities, streamline processes, and achieve greater efficiency.

### Challenges and GSI Strategies

#### Data Migration

Migrating data from legacy systems to Workday can be complex and time-consuming. Global system integrators (GSIs) use automated tools and structured frameworks to streamline the data migration process, ensuring accuracy and minimizing downtime. They provide end-to-end support, from planning to execution, ensuring a smooth transition. The use of automated data conversion accelerators that offer thousands of automated validations ensures data integrity and smooth migration.



### Customization and Scalability

Customizing Workday solutions to fit unique enterprise needs, while maintaining scalability, is a significant challenge. GSIs leverage modular approaches and scalable architectures to customize Workday solutions to specific business requirements and ensure that these solutions can scale and evolve with the concerned organization. Comprehensive implementation solutions include Workday HCM, Workday Financial Management and adaptive planning deployment accelerators that allow businesses to maintain long-term scalability and flexibility.

### User training and adoption

Ensuring smooth adoption among end-users and maximizing ROI is crucial. GSIs provide comprehensive training programs and continuous support to help users become proficient with Workday. They develop change management strategies to facilitate adoption and drive user engagement. By integrating industry best practices into advisory services for

digital transformation, GSIs maximize ROI and enable real transformation within organizations.

In 2024, the Workday ecosystem is characterized by trends such as an increase in cloud adoption, the use of data analytics, a focus on EX and concerns about security and consequent measures. GSIs play a crucial role in addressing the challenges associated with these trends, where they leverage their expertise to provide tailored solutions that drive business value. As organizations continue to navigate the digital transformation landscape, the strategic adoption of Workday solutions, supported by experienced GSIs, will be pivotal to achieving operational excellence and gaining a competitive advantage. Consulting firms and system integrators are integral to this environment and play an important role in enhancing Workday's capabilities, ensuring successful implementation and optimizing UX.

In conclusion, the adoption of Workday solutions in the U.S. is driven by the need to provide strategic guidance, technical expertise and comprehensive support to

help organizations navigate the complexities of digital transformation. This, in turn, leads to significant improvements in operational efficiency, regulatory compliance, employee engagement and overall business agility.

U.S. enterprises continue to embrace Workday in 2024, recognizing the significant benefits of transitioning to the cloud-based platform. This shift enables them to achieve strategic objectives effectively, enhance operational efficiency, ensure robust compliance, and improve overall employee engagement and satisfaction.





# Provider Positioning

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	Transformation Services	Deployment and Integration Services	Performance and Optimization Services
Accenture	Leader	Leader	Leader
Active Cyber	Not In	Contender	Contender
Avaap	Contender	Product Challenger	Product Challenger
Capgemini	Product Challenger	Product Challenger	Product Challenger
CapTech	Contender	Contender	Contender
CloudRock	Contender	Contender	Not In
Cognizant	Leader	Leader	Leader
CrossVue	Product Challenger	Rising Star ★	Product Challenger
Deloitte	Leader	Leader	Leader
DXC Technology	Product Challenger	Product Challenger	Product Challenger
ERPA	Contender	Contender	Not In





## Provider Positioning

Page 2 of 3

	Transformation Services	Deployment and Integration Services	Performance and Optimization Services
Glyde Consulting	Contender	Contender	Not In
Guidehouse	Market Challenger	Market Challenger	Market Challenger
Hexaware	Not In	Leader	Leader
Huron	Leader	Leader	Leader
IBM	Market Challenger	Leader	Market Challenger
Impact Advisors	Not In	Market Challenger	Market Challenger
Invisors	Leader	Leader	Leader
Jade Global	Contender	Product Challenger	Product Challenger
Kainos	Not In	Product Challenger	Leader
KPMG	Leader	Leader	Product Challenger
Mercer	Leader	Product Challenger	Product Challenger





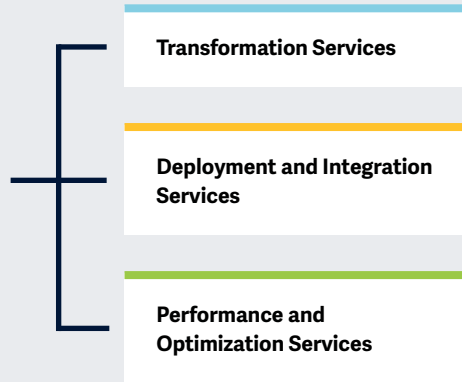
	Transformation Services	Deployment and Integration Services	Performance and Optimization Services
PwC	Leader	Leader	Leader
Skillcentrix	Rising Star ★	Product Challenger	Product Challenger
Slalom	Product Challenger	Product Challenger	Product Challenger
Strada (formerly Alight)	Leader	Leader	Leader
TopBloc	Leader	Leader	Leader
UST	Product Challenger	Contender	Contender





# The Workday Ecosystem study assesses providers' capabilities in HCM transformation, deployment, integration and Workday optimization.

Simplified Illustration Source: ISG 2024



## Definition

Workday is aggressively aligning its business and technology strategy to build a competitive roadmap in the HCM space. Fresh executive-level inflow and trials of new corporate governance models (Co-CEO) highlight an innovative approach to leading the thought and technology leadership space. The launch of Workday Extend and the Enterprise Management Cloud is set to address the limitations of complex and bulky ERP systems. These solutions integrate AI and automation technologies with a central data core to unify and streamline enterprise data and intelligence. Services such as advising on digital HCM transformation, implementing Workday solutions, fine-tuning systems and optimizing performance are all geared toward enhancing the overall user experience and reducing costs. These areas are among the top priorities for major enterprise clients.

Workday has recalibrated its partnership program with new inclusions and additions to restructure the service landscape by expanding the advisory partner pool. Workday emphasizes the integration of systems that enhance its platform, focusing on areas such as payroll, time tracking and workforce management. Concurrently, it prioritizes industry-specific solutions to build more efficient processes and technology stacks, thereby simplifying and amplifying user benefits and effectively meeting enterprise needs. The demand for marketplace solutions, customization and business processes as a service (BPaaS) is growing to cater to individual client requirements. Workday partners are shifting toward an engineering-led approach that drives innovation and experience.



### Scope of the Report

This ISG Provider Lens™ quadrant report covers the following X (spell out the number of quadrants; do not use a digit) quadrants for services/solutions: Transformation Services, Deployment and Integration Services and Performance and Optimization Services.

This ISG Provider Lens™ study offers IT decision-makers:

- Transparency on the strengths and weaknesses of relevant providers/software vendors
- A differentiated positioning of providers by segments (quadrants)
- Focus on the U.S. market

Our study serves as the basis for important decision-making by covering providers' positioning, key relationships and go-to-market considerations. ISG advisors and enterprise clients also use information from these reports to evaluate their existing vendor relationships and potential engagements.

### Provider Classifications

The provider position reflects the suitability of providers for a defined market segment (quadrant). Without further additions, the position always applies to all company sizes classes and industries. In case the service requirements from enterprise customers differ and the spectrum of providers operating in the local market is sufficiently wide, a further differentiation of the providers by performance is made according to the target group for products and services. In doing so, ISG either considers the industry requirements or the number of employees, as well as the corporate structures of customers and positions providers according to their focus area. As a result, ISG differentiates them, if necessary, into two client target groups that are defined as follows:

- **Midmarket:** Companies with 100 to 4,999 employees or revenues between \$20 million and \$999 million with central headquarters in the respective country, usually privately owned.

- **Large Accounts:** Multinational companies with more than 5,000 employees or revenue above \$1 billion, with activities worldwide and globally distributed decision-making structures.

The ISG Provider Lens™ quadrants are created using an evaluation matrix containing four segments (Leader, Product & Market Challenger and Contender), and the providers are positioned accordingly. Each ISG Provider Lens™ quadrant may include a service provider(s) which ISG believes has strong potential to move into the Leader quadrant. This type of provider can be classified as a Rising Star.

- **Number of providers in each quadrant:** ISG rates and positions the most relevant providers according to the scope of the report for each quadrant and limits the maximum of providers per quadrant to 25 (exceptions are possible).





**Provider Classifications: Quadrant Key**

**Product Challengers** offer a product and service portfolio that reflect excellent service and technology stacks. These providers and vendors deliver an unmatched broad and deep range of capabilities. They show evidence of investing to enhance their market presence and competitive strengths.

**Contenders** offer services and products meeting the evaluation criteria that qualifies them to be included in the IPL quadrant. These promising service providers or vendors show evidence of rapidly investing in products/ services and a follow sensible market approach with a goal of becoming a Product or Market Challenger within 12 to 18 months.

**Leaders** have a comprehensive product and service offering, a strong market presence and established competitive position. The product portfolios and competitive strategies of Leaders are strongly positioned to win business in the markets covered by the study. The Leaders also represent innovative strength and competitive stability.

**Market Challengers** have a strong presence in the market and offer a significant edge over other vendors and providers based on competitive strength. Often, Market Challengers are the established and well-known vendors in the regions or vertical markets covered in the study.

★ **Rising Stars** have promising portfolios or the market experience to become a Leader, including the required roadmap and adequate focus on key market trends and customer requirements. Rising Stars also have excellent management and understanding of the local market in the studied region. These vendors and service providers give evidence of significant progress toward their goals in the last 12 months. ISG expects Rising Stars to reach the Leader quadrant within the next 12 to 24 months if they continue their delivery of above-average market impact and strength of innovation.

**Not in** means the service provider or vendor was not included in this quadrant. Among the possible reasons for this designation: ISG could not obtain enough information to position the company; the company does not provide the relevant service or solution as defined for each quadrant of a study; or the company did not meet the eligibility criteria for the study quadrant. Omission from the quadrant does not imply that the service provider or vendor does not offer or plan to offer this service or solution.





# Performance and Optimization Services

## Performance and Optimization Services

### Who Should Read This Section

This report is relevant to enterprises across industries in the U.S. for evaluating providers of Workday performance and optimization services.

In this quadrant, ISG highlights the current market positioning of providers offering Workday performance and optimization services in the U.S. and underlines how each provider addresses the key challenges faced by enterprises in the region.

The U.S. is currently experiencing a surge in migration to cloud-based platforms among enterprises. They are seeking service providers that offer comprehensive Workday Performance and Optimization services, covering pre-deployment to post-deployment support. The providers are now focusing on providing flexible support at all stages of a Workday journey. Additionally, they are increasingly focusing on expanding post-production operational capabilities and on continuous success management to enhance customer satisfaction and retain their growing CX base, which is crucial for success with future deployments.

Enterprises having realized the importance of optimization services are opting for providers that aid them in transitioning from legacy HR platforms to new and more advanced HCM options. Furthermore, an increasing number of providers are reimagining post-deployment processes to ensure a smooth transition from traditional processes to automated ones. Enterprises in the region are seeking service providers that offer end-to-end post-deployment services and invest in innovation and engineering to deliver effective and optimal Workday services at reduced costs.



**Operations and delivery leaders** responsible for EX, business planning and financial management should read this report to understand how Workday service providers retain their service quality and credibility.

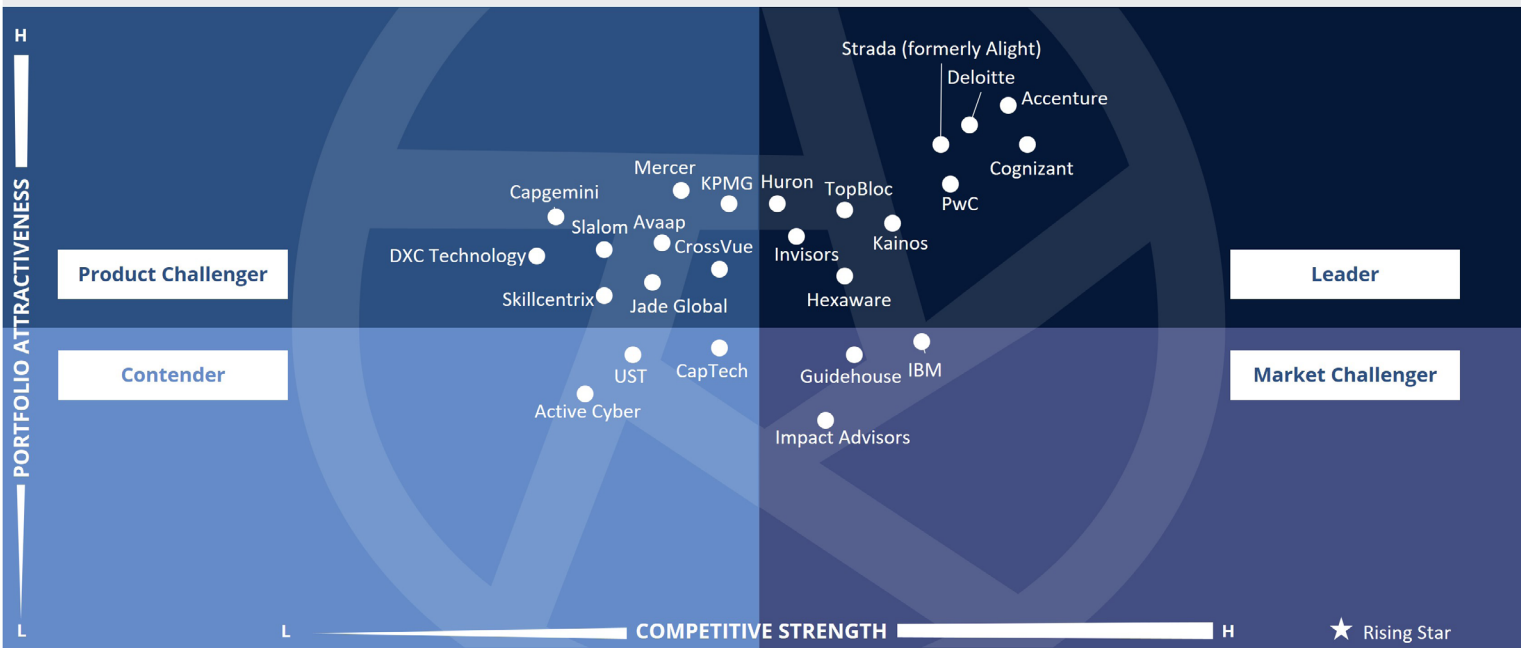


**Business leaders**, including CHROs and CFOs, should read this report to understand Workday service providers' capabilities to manage and support maintenance across their portfolios.



**Customer success and experience leaders** championing enterprises' voices in the market should read this report to analyze providers' service skills, adherence to SLAs and ability to offer customer feedback proactively.





This quadrant assesses service providers that offer application management and optimization services focused on maintenance, **modernization, enhancement** and **improvement** to ensure **sustained performance and operational excellence.**

Ashwin Gaidhani



## Performance and Optimization Services

### Definition

This quadrant analyzes Workday-accredited service partners specialized in offering managed services to maintain and support Workday products. The providers in this quadrant support enterprise clients with technical and operational tasks such as Workday platform maintenance. Additional competencies include provisioning, administering, monitoring and ensuring availability to maintain continuous operations across all Workday modules and related services. These providers are experts in incorporating platform customizations and personalizations based on client demands, changing demographics, and social and corporate compliance policies.

The study assesses providers' technical and operational ability to support process improvements through regular change and release management processes. This involves providing application management services (AMS) for the client's internal and external systems. Providers are also evaluated based on their ability to support a broad spectrum of applications, including Workday on the cloud, Workday Extend and modernized Workday services. The quadrant examines providers' global reach, depth of Workday product portfolio and breadth of industry and technology coverage.

### Eligibility Criteria

1. Support, optimize and enhance **Workday HCM, financial management, analytics, Enterprise Interface Builder (EIB), Workday Extend, data load, reporting and security**
2. Conduct **Workday release management, install new packages** based on the release schedule and manage **controlled changes** to the environment via **change management**
3. Deliver **Workday maintenance support** and maintain a bug-free environment
4. Support testing of **Workday integration code base, including third-party systems (BPaaS)**, to ensure the availability and maintenance of the Workday platform and its complimentary software
5. Build **strong partnerships** with **technology integration providers and critical third-party software providers** (Accu-Time Systems, ADP), covering the breadth of AMS-related portfolio.



## Performance and Optimization Services

### Observations

Programs, initiatives and partnerships play a crucial role in driving Workday's engagement with enterprise clients. Workday has established a strong and regulated partner network to ensure that the platform product team effectively manages quality-of-service (QoS) capabilities. The partner network includes large global system integrators (GSIs), independent software vendors (ISVs) and consulting firms, all of which are constantly evolving. Some of the developments noted in this space include:

- Workday's partner-driven transformation focuses on introducing services that complement its specialized services, and include professional services, application management services (AMS), and consulting and advisory services.
- A significant development in terms of post-deployment support is the Workday Community, which comprises forums, blogs, videos, webinars and events. It enables customers to access resources, share best practices and collaborate with other

Workday users and experts. Customers can submit ideas and feedback to Workday through the community and vote on the ones they like. Workday uses this input to prioritize and deliver product enhancements and innovations.

- Service providers are predominantly investing in developing CoEs around cutting-edge innovations, especially to support M&A and divestitures, by developing tools such as M&A data migration tools for enterprise clients.

From the 34 companies assessed for this study, 25 qualified for this quadrant, with 10 being Leaders and no Rising Star.



**Accenture** focuses on leveraging AI and ML within the Workday ecosystem to enhance client capabilities, providing actionable insights and improving overall system performance.



**Cognizant's** performance and optimization services are distinguished because of its use of advanced analytics, AI and ML to enhance system efficiency. Its SOAR and UAR programs offer real-time insights, allowing clients to maximize their Workday investments.



**Deloitte's** Workday performance and optimization services are geared toward enhancing operational efficiency for its clients through continuous innovation. Its services future-proof organizations by automating processes and unifying data to enhance accuracy and ensure compliance.



**Hexaware's** Workday performance and optimization services leverage innovative technologies and a mature engagement model to deliver cost-effective and efficient solutions. Its unique HexValidate platform delivers solutions for automated testing and quality control.



**Huron** leverages its extensive experience as a Workday Services Partner to deliver notable performance and optimization services. It focuses on building lasting partnerships, providing proactive technical problem-solving support and offering training to boost self-sufficiency.



**Invisors** provides robust Workday performance and optimization services, with a focus on customer enablement and proactive management, helping clients optimize their Workday use through advanced analytics and governance, as well as tailored support packages.



**Kainos** leverages its extensive experience as a Workday Services Partner to deliver noteworthy performance and optimization services. It focuses on building lasting partnerships, is proactive in technical problem-solving and offers training to boost self-sufficiency.





## Performance and Optimization Services



**PwC** offers exceptional Workday performance and optimization services. Its solutions include advanced analytics, automated reporting and strategic cost intelligence — all aimed at maximizing the value of Workday investments.

### Strada (formerly Alight)

**Strada (formerly Alight)** excels in offering flexible, scalable and ongoing support, tailored to meet clients' specific needs, regardless of the stage of their journey with Workday. Its performance and optimization services, together with flexible support, drive business outcomes.

### TopBloc

**TopBloc** offers unique Workday performance and optimization services within the Workday ecosystem, differentiated because of flexible engagement options. Its innovative tools, such as SmartLoader and AuditPro, enhance service delivery, ensuring optimal Workday performance.





“PwC invests continually in technologies to enhance its portfolio, including developing complementing solutions for its existing Workday offerings.”

Ashwin Gaidhani

# PwC

## Overview

PwC is headquartered in London, U.K. It has more than 364,200 employees across over 680 offices in 151 countries. In FY23 the company generated \$53.1 billion in revenue, with Advisory as its largest segment. PwC's Workday performance and optimization services help clients fully leverage their investments. Its Workday Application Evolution Services (AES) practice focuses on continuous improvement and innovation by leveraging tools and accelerators, including the use of automation for monitoring, to reduce support efforts. PwC's lean and modern U.S. practice finds a comprehensive edge through a comprehensive portfolio of Workday optimization services.

## Strengths

### Application evolution managed services:

PwC's AES services enable clients to optimize their workday deployments with solutions that enable release management, new module deployment and system health assessment. It enhances UX through automation, leveraging AI and ML, data analytics, and other advanced technologies.

**Innovation at its core:** PwC continually invests in innovative technologies to develop state-of-the-art offerings. To date, it has invested \$3.7 billion, globally, in next-generation technologies - from cloud to AI. PwC has 35 Experience Centers that drive innovation while developing products and services. The company has received the Workday Innovation Award for more than three years.

### Widespread industry coverage:


PwC has a wide reach, where it supports major industries such as banking, insurance, professional services and healthcare and the consumer market. It continues to invest in key industries and enhance its Workday practice with complementary solutions. PwC has established various strategic alliances with technology experts such as Microsoft, Salesforce, Google, SAP and Oracle to enhance its offerings.

**Strong geographical footprint:** PwC has a wide geographic reach and a strong presence in North America, which is its largest revenue-generating region - an increase of 10.7 percent in FY23 from the previous year.

## Caution

PwC should focus on increasing the coverage and geographical reach of its post-production and managed services. This effort would fortify its position as a leader in the AMS space and also enable it to address the demands of its clients at every step.





# Star of Excellence

A program, designed by ISG, to collect client feedback about providers' success in demonstrating the highest standards of client service excellence and customer centricity.





# Appendix

The ISG Provider Lens 2024 – Workday Ecosystem study research study analyzes the relevant software vendors/service 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 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.

The study was conducted in the following steps:

1. Definition of Workday Ecosystem market
2. Use of questionnaire-based surveys of service providers/vendors across all trend topics
3. Interactive discussions with service providers/vendors on capabilities and use cases
4. Leverage ISG's internal databases and advisor knowledge and experience (wherever applicable)
5. Detailed analysis and evaluation of services and service documentation based on the facts and figures received from providers and other sources.
6. Use of the following main evaluation criteria:
  - \* Strategy and vision
  - \* Innovation
  - \* Brand awareness and presence in the market
  - \* Sales and partner landscape
  - \* Breadth and depth of portfolio of services offered
  - \* Technology advancements



## Author & Editor Biographies



*Lead Author*

**Ashwin Gaidhani**  
**Lead Analyst**

Ashwin Gaidhani has over 22 years of experience as an SME, advisor, practitioner and researcher in ESM and emerging technologies. He has worked as a global practice leader and an executive-level advisor in ESM, automation and cloud technologies, covering business transformation, ITES & ITIS, AIOps, CloudOps, metrics-driven practices. As an ISG Lead Analyst and research partner for studies related to hyperscalers such as AWS and Google, ESM services and platforms, and intelligent automation, he defines and

leads the ISG Provider Lens™ research projects for the markets in the U.S. and Europe. With his extensive experience in service management, Ashwin has worked in technology operations, business consulting and advisory roles for large Global System Integrators (GSIs), independent software vendors (ISVs) and technology services companies. He is highly qualified and experienced in offering guidance on technology practice adoption across industries such as BFSI, manufacturing and retail.



*Enterprise Context and  
Global Overview Analyst*

**Swetha Tadepalli**  
**Research Analyst**

Swetha Tadepalli is a Research Analyst at ISG and is responsible for supporting and co-authoring ISG Provider Lens™ studies on Workday Ecosystem, Oil & Gas, and Finance & Accounting platform studies respectively. Swetha has experience in the technology research industry. She carried out research delivery for both primary and secondary

research capabilities. She is also involved in authoring enterprise context and global summary reports with market trends and insights. She also supports the advisors with her research skills about the latest market developments in the industry.



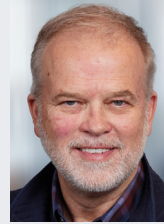


*Study Sponsor*

**Aman Munglani**  
**Director: Hyperscalers, Digital  
Innovator Series and Custom Research**

A recognized thought leader and industry advisor with over 23 years of experience in emerging technologies, Emerging vendors and infrastructure, Aman Munglani has spent much of his professional life advising the C-suite of Global 2000 companies on digital strategies, start-up engagement, innovation, technology roadmaps and vendor management. Prior to ISG, Aman spent twelve plus years at Gartner guiding

CIOs and IT managers across Asia Pacific and Europe on emerging technologies, their use cases and maturity, infrastructure trends and technologies, vendor comparisons, and RFP reviews. He also advised many global and Asia-Pacific vendor organizations on their go to market, product and pricing strategies and applicable competitive scenarios.



*IPL Product Owner*

**Jan Erik Aase**  
**Partner and Global Head – ISG Provider Lens/ISG Research**

Mr. Aase brings extensive experience in the implementation and research of service integration and management of both IT and business processes;. With over 35 years of experience, he is highly skilled at analyzing vendor governance trends and methodologies, identifying inefficiencies in current processes, and advising the industry.

Jan Erik has experience on all four sides of the sourcing and vendor governance lifecycle - as a client, an industry analyst, a service provider and an advisor. Now as a partner and global head of ISG Provider Lens™, he is very well positioned to assess and report on the state of the industry and make recommendations for both enterprises and service provider clients.





### 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.

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Founded in 2006, and based in Stamford, Conn., ISG employs 1,600 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](https://isg-one.com).





**SEPTEMBER, 2024**



**REPORT: WORKDAY ECOSYSTEM**