

Workday Ecosystem

Implementation and Integration Services

A research report comparing provider strengths,
challenges and competitive differentiators

Customized report courtesy of:



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

Platform and software modernization are revolutionizing the digital product industry. The focus is shifting from relevance to delivering a comprehensive experience at various stages of engagement for all personas interacting with the platform. The introduction and maturity of advanced models, such as large language models (LLMs) and algorithms, are expanding the possibilities for interactive and intelligent solutions that address complex challenges.

One of the most valuable capabilities in this regard is human capital management (HCM), which is a structured set of services across an organization. Technology integrations and solutions are continuously being adopted to meet the changing needs of all stakeholders, from developers to users.

The increasing integration of markets, technologies and cultures worldwide has created new opportunities and challenges for

organizations. Globalization demands an HCM platform to manage a diverse and dispersed workforce that can operate effectively in different contexts and cultures. It must also cope with competition for talent, regulatory and legal differences, and ethical and social issues arising from operating in multiple countries.

The U.S. is a competitive market with vast opportunities. It is known for its ability to adopt innovative solutions and adapt them to meet the transforming industry needs. One of the main characteristics of the U.S. market is its openness to disruption. Software platforms are continuously evolving to match the maturity of the business processes, system interoperability and user convenience. Developing technology capabilities, constantly refining processes and elevating customer experience expectations impel a coercive force on the platform vendors to stay relevant by enhancing their offerings to gain a competitive advantage.

Workday constantly updates and improves its features and capabilities to benefit customers from the latest innovations and best practices. It has a strong customer community and partner ecosystem that offers support and

Workday drives
Enterprise impact
by refining
HCM workflows
and delivering
Workforce experience



guidance. Workday focuses on security and reliability using a SaaS delivery model that ensures high availability, performance and data protection. It also leverages in-memory technology and cloud computing to provide real-time insights and analytics to help companies make better decisions.

Notable new features include:

- **Workday Assistant** – This AI-powered chatbot provides employees with answers to HR-related questions, such as how to change their benefits or request time off. Workday Assistant leverages NLP and ML algorithms to understand user queries and provide accurate responses.
- **Skills Cloud** – This new feature enables organizations to map their skills inventory and identify skills gaps. Skills Cloud provides a comprehensive view of an organization's skills landscape, allowing HR professionals to identify areas for improvement and create targeted training and development programs.
- **Workday Journeys** – This feature provides a personalized onboarding experience for new hires. It enables organizations to

create customized onboarding plans for each employee, guiding them through the process and ensuring a seamless transition into the organization.

Workday focuses on creating a solid technical and functional documentation library to build in-depth knowledge about the platform and transform a resource into an autodidact.

Workday Adoption Toolkit offers tools and resources that help customers drive user adoption and engagement with Workday. The Toolkit includes guides, templates, checklists, webinars and other materials covering change management, communication, training and support. Customers can use the Toolkit to plan and execute their adoption strategy and measure their results.

Workday focuses on incorporating a wider set of processes and capabilities. Thus, apprehension about technical complexity hovers as the platform expands and adds new offerings. Developing intelligent capabilities hosted on the top three hyperscalers has magnified the scope for the Workday platform to develop strategic go-to-market opportunities and improve

solution quality. Such a benefit will help enterprise clients host their workloads across cloud providers.

Workday has chosen the Google Cloud Platform for its public sector deployment, and a few modules are on Azure. It is an exciting start to new blue ocean opportunities for integrating novel solutions. This partnership is expected to drive Workday's solution maturity and increase penetration among existing customers through unique leverage and pricing structures to run the HCM platform in the cloud.

Evolving Workday Service Segments & Practices in the U.S. Market

Consulting and Strategy Services

Consulting and advisory competencies are among Workday Services partners' predefined standard offerings. In the past 12 months, we have seen a dramatic change in the transformation consulting space. Organizational change management (OCM), business technology fitment, technical architecture and process transformation converge to deliver a sustainable solution.

Enterprise clients realize the benefit of a swift transition of services led by a strong consulting practice. Consulting service goes beyond assessing, service mapping and recommending a solution. It entails improved experience delivery, operational consulting and technical expertise to redesign the technical architecture to accommodate microservices, container orchestration and cloud-native application development to impart platform resiliency. Governance, risk and compliance (GRC) and security consulting increasingly dominate the discussions because the HCM platform holds sensitive organizational information. A provider's consulting capabilities around the Workday platform and the HCM domain are crucial in transitioning enterprise clients from the incumbent HCM platform to Workday.

Implementation and Integration Services

The Workday implementation process is improving technically and operationally. Increasing the development of accelerators and other IP to complete the implementation process is deeply rooted in the Workday technical services practice. Partnerships



with testing platforms like TOTAL TaaS™ with prebuilt automated testing solutions for all primary Workday modules have accelerated deployment. Personalization and customization are critical asks by enterprise clients due to their increasing familiarity with the Workday Extend offering that helps build an application on top of the Workday platform. This enables enterprise functions to integrate and connect various internal and external systems, resolving information flow challenges. The service partners focus on serving the entire Phase 1 and Phase X implementations as a continuum. Workday's platform is in the next phase of maturity, where after implementing the core HCM platform, the natural course of scale is implementing other financial, analytics, talent management and payroll. Agile methodologies have also gained prominence in Workday implementation trends. Workday service partners are adopting these project management practices, enabling faster adaptation to changes, improved communication among team members and better documentation and process efficiency.

Workday Managed Services

Workday customers need ongoing support to maintain and optimize their systems and address issues that arise during normal operations. Post-deployment support quality heavily depends on resources, certifications and maintenance experience to ensure the smooth functioning of the platform. Application management services (AMS) deal with platform break-fix, design and development services. Change and release management are continuous activities that need administered execution, as these should not disrupt the platform. These are complex but routine activities that ensure the latest updates and features are incorporated into the Workday platform.

Using managed services in the Workday ecosystem previously was less popular due to ambiguity in the Workday partner ecosystem. Partners were contentious about the inclusions in this space due to limited-service offerings in the Workday AMS space. The ISG Workday team formed the blueprint with a futuristic view and anticipated


transformation in this space. This partner ecosystem study is confident about Workday managed services, especially with the experience from studying the platform market. In this case, we have seen capabilities expand through the customization of APIs and application interfaces extended by the platform community.

In conclusion, platform and software modernization is transforming the digital product industry by shifting the focus from relevance to delivering a comprehensive experience for all personas interacting with the platform. Human capital management plays a crucial role in this transformation by providing a structured set of services across an organization. Workday, a leading HCM platform provider, continuously incorporates technology integrations and solutions to meet the changing needs of all stakeholders. The increasing integration of markets, technologies and cultures worldwide presents new opportunities and poses challenges for organizations. Workday's renewed focus on technology,

including cloud services, data management, generative AI and intelligent automation, reflects its commitment to staying relevant and competitive in the rapidly evolving market.

Workday is set to revolutionize how businesses approach their HR and finance operations by empowering organizations to achieve unprecedented efficiency and productivity. Workday will be a game-changer for the modern workplace and human capital function with its latest technology components and innovative solutions.




 Provider Positioning

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	Consulting and Strategy Services	Implementation and Integration Services	Managed Services
Accenture	Leader	Leader	Leader
Alight	Leader	Leader	Leader
Avaap	Market Challenger	Contender	Product Challenger
BNB	Not In	Contender	Not In
Capgemini	Product Challenger	Product Challenger	Product Challenger
Cognizant	Leader	Leader	Leader
CrossVue	Contender	Contender	Contender
Deloitte	Leader	Leader	Leader
DXC Technology	Product Challenger	Product Challenger	Product Challenger
Glyde Consulting	Contender	Not In	Not In



 Provider Positioning

	Consulting and Strategy Services	Implementation and Integration Services	Managed Services
Guidehouse	Market Challenger	Market Challenger	Market Challenger
Hexaware	Not In	Leader	Leader
Huron	Leader	Product Challenger	Product Challenger
IBM	Leader	Leader	Leader
Impact Advisors	Not In	Market Challenger	Market Challenger
Intecrowd	Product Challenger	Product Challenger	Contender
Invisors	Product Challenger	Rising Star ★	Rising Star ★
Kainos	Not In	Product Challenger	Leader
KPMG	Leader	Leader	Product Challenger
Mercer	Leader	Product Challenger	Leader



 Provider Positioning

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	Consulting and Strategy Services	Implementation and Integration Services	Managed Services
Preos	Contender	Not In	Not In
PwC	Leader	Leader	Leader
TopBloc	Product Challenger	Product Challenger	Product Challenger
UST	Contender	Not In	Contender



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



Simplified Illustration Source: ISG 2023

Definition

The global economy faces several uncertainties, such as high inflation, tepid growth and recessionary fears. Business services are seldom immune to these challenges, the biggest concern being soaring operating costs. More importantly, human resource costs have been at an all-time high because of global phenomena, such as the “great resignation” and quiet quitting.

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

With a global presence across all major markets, Workday offers tailored solutions to streamline HR functions digitally, primarily for midsize and large companies. Workday's cloud-based solutions encapsulate a complete suite of services, such as financial management, strategic sourcing, peakon employee voice, adaptive planning, analytics and reporting. Workday integrates HR applications into an enterprise management cloud platform designed to incorporate custom requirements and personalization, extending its ability to cater to exclusive needs effortlessly.

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

- Unique differentiators
- Economic stability
- Market position



Scope of the Report

In this ISG Provider Lens™ quadrant report, ISG covers the following three quadrants for services/solutions — Consulting and Strategy Services, Implementation and Integration.

Services Managed Services

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

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

Our study serves as the basis for important decision-making regarding 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.





Implementation and Integration Services

Who Should Read This Section

This report is relevant to all enterprises across industries in the U.S. that are evaluating Workday implementation and integration services providers.

In this quadrant, ISG highlights the current market positioning of providers offering Workday implementation and integration services to enterprises in the U.S. and shows how each provider addresses the key challenges faced in the region.

Workday is a preferred HCM platform among U.S. enterprise clients that want to improve experience and engagement across their ecosystem, including partners, software vendors and technology service providers.

A main priority is integrating and developing Workday Extend, which enables organizations to create new capabilities without requiring IT resources and complex technologies. The new inclusions are App Builder, low-code/no-code visual capability and Workday Graph API, which

is expected to be available to Workday Extend customers soon. Workday Peakon is a crucial package to capture and evaluate employee experience critical for the current times.

Enterprises in the U.S. are increasingly seeking Workday partners to gain experience with emerging technologies, such as automation, AI and ML to drive effective integration.

Enterprises seek service providers with robust governance skills to ensure that implementation and integration projects are well executed with collaborative interactions at minimum costs and efficiency. Technological innovations in HCM platforms influence the pace of Workday platform adoption in the U.S.



Business leaders, particularly CFOs and CHROs, should read this report to identify the right system integration partner to meet business requirements through Workday implementation.



Engineers and architect heads responsible for Workday implementations in enterprises can use this report to understand the developments in Workday solutions and support to build of various tools or accelerators.



Technology leaders should read this report to better understand the latest technology trends and patterns aligned with Workday features, functionalities and components.



**Workday Ecosystem
Implementation and Integration Services**

U.S. 2023



This quadrant assesses software providers offering **Workday Implementation and integration services** to modernize HCM processes. Enterprises are seeking to consolidate and connect internal and external systems for seamless enterprise value.

Ashwin Gaidhani



Implementation and Integration Services

Definition

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

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

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

Eligibility Criteria

- 1. Use of predefined solutions and templates and expertise in the successful implementation of Workday platforms:** Predefined solutions and accelerators for Workday product deployment.
- 2. Ability to deploy Workday platform:** Ability to design solutions based on reference architecture, align prevailing technical environment and deploy new features, modules and enhancements on the Workday platform and the Workday Integration Cloud.
- 3. Ability to integrate and map Workday products:** Application development, optimization and testing services across Workday modules (HCM, financial management, analytics, planning, payroll and other modules).
- 4. Expertise in diverse systems integration and migration:** Experience in integrating with ERP, SAP, CRM (ServiceNow) and internal collaborative systems (Microsoft Teams, Slack, etc.) for Workday and HCM.
- 5. Ability to offer maintenance and support:** Installations, upgrades, new feature/module release management, migration, patch management, lifecycle management of instances and Workday release management.



Implementation and Integration Services

- 6. Expertise in working with emerging technologies and Workday:** Capability to work with APIs, automation, data science, AI/ML and cognitive computing to enable digital business transformation and drive implementations and integrations with major hyperscalers.
- 7. Size and capabilities of regional delivery teams:** Diverse set of certified expertise (adoption kit) and resource pool to manage implementation and integration through various stages.



Implementation and Integration Services

Observations

Workday has been continuously expanding its suite of applications beyond core HR and financials. Organizations in Europe are exploring the implementation of additional modules, such as Workday Recruiting, Workday Learning, Workday Planning and Workday Prism Analytics to further enhance their HR and finance processes. Enhancing the UX and providing mobile access to Workday have become significant trends.

Workday implementation often involves integrating with existing systems and migrating data from legacy platforms. Workday consultants with expertise in integration frameworks, data migration strategies and middleware technologies are sought after to ensure a smooth transition.

- **Continuous deployment and post-go-live support:** Workday operates on a continuous deployment model, meaning that new features and updates are released regularly. Organizations need consultants that can

provide ongoing support, help them leverage new functionalities and ensure system optimization post go-live.

- **Integration with third-party systems:** In Europe, organizations are implementing integrations with other third-party enterprise systems, including payroll providers, talent management solutions, time and attendance systems and learning management systems. They intend to create a unified ecosystem and streamline data flows.
- **Implementation dashboards:** Workday service providers are developing and extending their reporting capabilities to gain insights into various aspects and stages of Workday implementations. This significantly increases transparency, trust and control on projects while averting business-impacting scenarios.

From the 28 companies assessed for this study, 21 have qualified for this quadrant with 8 being Leaders and 1 Rising Star

accenture

Accenture's end-to-end implementation capabilities include program and change management, process and configuration design, customization to local legal requirements, integration with third-party vendors, data migration, implementation and post-go-live support.

Alight

Alight's point of view consists of baseline tenants and workbooks that it communicates through workshops and training. It has a library of over 290 reusable integrations. Its data conversion accelerator executed 4,100 automated validations, generating over 350 reports.

cognizant

Cognizant's integration consultants are Workday certified. Technical teams work together to deliver the best service to clients. The staff holds more than 300 Workday certifications and over 450 Workday-specific integration tool certifications that reduce build time.

Deloitte

Deloitte's core competency is its continuous client engagement, multi-industry exposure and domain expertise. Moreover, it understands regional nuances, which it combines with its global practice to deliver significant benefits to the client.



Implementation and Integration Services



Hexaware's five-pillar implementation framework includes project scoping, interacting and collaborating with stakeholders and gathering inputs, prototype design, MVP demo and assessing outcomes by sharing a high-level project plan through the "your way" approach.



IBM's full platform deployment capabilities facilitate real-time data access and updates. Clients can align people to financial performance while ensuring continuous engagement and support via Workday. It can rapidly expand workflow capabilities to the cloud.



KPMG developed a suite of technology services that enable the functional transformation to support the client's implementation needs. These include process mining, data solutions, automation and testing. KPMG offers well-documented practices, a vast talent pool and accelerators.



PwC's Business-eXperience-Technology (BXT) agile methodology drives iterative, rigorous solution reviews throughout the program. End-to-end testing ensures quality deliverables. This approach substantially reduces turnaround time and generates fresh insights.

Invisors

Invisors (Rising Star) is a boutique Workday consulting firm and a niche player in the ecosystem. Its competitive differentiation stems from the high individual attention each project receives. It builds deep interpersonal relationships with clients, fostering loyalty.





“New-age solutions, platform-powered products and efficient, highly standardized processes power PwC’s implementation capabilities.”

Ashwin Gaidhani

PwC

Overview

PwC is headquartered in London, U.K. and operates in 152 countries. It has more than 327,900 employees across 690 global offices. In FY22, the company generated \$50.3 billion in revenue, with Advisory as its largest segment. PwC’s fully integrated model encompassing design, implementation, support and evolution with a single governance approach retains solution integrity. The company’s portfolio includes the Change Navigator and Change Communicator digital tools. PwC is aware of the headwinds in the U.S. market and is closely monitoring the situation.

Strengths

New-age solution, fully leverages

Workday’s capabilities: PwC’s Next Level HR human capital management solution can provide critical data-driven insights, system enhancement recommendations and industry benchmarks, which will soon be available as a PwC product. Its Next Level HR/Finance-created KPI (key performance indicators) visualizations deliver a clearer and more holistic understanding of clients’ systems.

Unique value-add proposition bolstering

Workday capabilities: PwC’s unique propositions focus on the following four areas — the BXT approach that brings together business, experience and technology for the optimal experience; model systems with a library of pre-built integrations; the Insights

Platform, a “data factory in a box” that rapidly ingests, profiles, analyzes, transforms, tests and loads data at scale; and knowledge transfer maps that plan and measure knowledge transfer activities, identifying knowledge gaps.

App development and innovation-

targeted application services: PwC’s app development tackles bugs, business-as-usual (BAU) configs and minor enhancements. Its evolution services cater to intake/ demand planning, program management, enhancements, optimization and DevOps. It provides IT support and business process automation, solution design, ticket analyzer and Next Level HR.

Caution

PwC has strong practice teams for automation and cloud technologies. The company can use these capabilities and expertise to enhance its technical Workday deployment process and maximize autonomy.





Appendix

The ISG Provider Lens™ 2023 – Workday 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.

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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 services providers and analysis of publicly available market information from multiple sources. The data collected for this report represents information that ISG believes to be current as of June 2023, for providers who actively participated as well as for providers who did not. ISG recognizes that many mergers and acquisitions have taken place since that time, but those changes are not reflected in this report.

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

The study was divided into the following steps:

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





Research Partner

Ashwin Gaidhani
Lead Analyst

Ashwin Gaidhani has a comprehensive view of Enterprise services portfolio and digital business transformation initiatives with over two decades of experience as an ISG Research Partner and subject matter expert in enterprise services and workflow management. He is presently contributing as a Lead Analyst and Author with the ISG Provider Lens™ for platforms, emerging, and digital technologies.

Ashwin comes to this work with in-depth business and technology experience revolving around service management, consulting, emerging capabilities (artificial intelligence and intelligent automation), and work design methodologies.



*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, and Oil & Gas 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.





IPL Product Owner

Jan Erik Aase
Partner and Global Head – ISG Provider Lens™

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](#).

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Founded in 2006, and based in Stamford, Conn., ISG employs more than 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.





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REPORT: WORKDAY ECOSYSTEM