

Workday Ecosystem

Consulting and Strategy Services

A research report comparing provider strengths,
challenges and competitive differentiators

Customized report courtesy of:





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Workday develops and innovates platform offerings for seamless and personalized experiences

The success of any business depends on its ability to adapt to changes in the market and address the needs of customers and stakeholders. In today's rapidly evolving business landscape, organizations must clearly understand their goals and objectives and have a comprehensive strategy to achieve them. As a result, the attention to human capital management (HCM) functions is growing. Experience, convenience and mobility are the key driving factors in building a strong familiarity between the stakeholders and HCM processes. Workday is aggressively crafting a strategy to connect and meet these business and customer demands by listening to its partner ecosystem and constantly adding new features, programs and functionalities.

In addition to having a clear vision, businesses must have a strong understanding of their target market. Europe is a crucial market for Workday, where its popularity and adoption are growing due to its integrability. Workday focuses on a few crucial offerings such as adaptive planning and payroll management, which include understanding customers' needs, preferences, behaviors and the competitive landscape in which customers operate. By leveraging data and analytics, organizations can gain valuable insights into their customers and markets to inform their strategy and decision-making.

Workday leads the enterprise cloud applications space for finance and HR and has seen rapid growth in its customer base across Europe, the Middle East and Africa (EMEA) and beyond. Workday's increasing adoption in 2023 is also a testament to its strong presence and reputation in the region. It works with over more than 2,000 customers headquartered in Europe, including over 40 percent of the Financial Times Stock Exchange 100 Index (FTSE100) and German Stock Market Index (DAX40) companies and more than 30 percent of the French Stock

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



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Market Index (CAC40) firms. Workday has also invested in expanding its sales capacity and partner ecosystem in the region and supporting local communities through its social impact initiatives.

Another critical element to achieving business success is having a strong leadership team. ISG sees that large consulting firms and global system integrators (GSIs) are building Workday leadership teams, delivery centers and practice teams in the EU, indicating a rise in the Workday platform adoption.

HCM entails the effective management of an organization's people-related processes, including recruiting, hiring, training and retaining employees. It involves people with diverse needs, expectations, skills and personalities. Moreover, HCM faces various external and internal challenges that require constant readaptations and innovations. It has become increasingly complex due to factors such as globalization, technological changes and evolving workforce dynamics. ISG has observed a set of challenges that require a comprehensive and strategic approach to HCM.

- **Talent acquisition and retention:** Finding and retaining talent are significant challenges. They involve identifying individuals with the right skill sets that fit the company's culture. Organizations must also strive to keep this talent pool engaged and prevent them from leaving. Workday has launched products around talent management that include talent optimization and acquisition, covering the full recruitment and talent acquisition lifecycle.
- **Workforce diversity and inclusion:** Organizations today are expected to have diverse and inclusive workforces. This goes beyond diversity in race and gender but also in age, culture, religion and others. Managing a diverse workforce requires understanding individuals' needs, preferences and cultural nuances.
- **Training and development:** Keeping up with the rapidly changing technology requires periodic employee training. Companies must ensure their workforce remains up to date with the latest tools. Career progression is crucial; therefore, Workday offers the learning

management capability as part of its talent management module, which helps design, develop and deliver a personalized learning experience and drives skill adoption.

- **Employee engagement:** Engaged employees are more productive, but increasing their engagement is challenging. Employees feel engaged when satisfied with their jobs and believe in the company's mission and values. To enrich employee experience and engagement, Workday products and solutions collect feedback and data through surveys, helping employers hear the pulse of the enterprise ecosystem and work on improvising employee relationships.
- **Compliance with regulations:** Organizations may find adhering to local, national and international labor laws challenging. Workday offers a complete set of financial and operational solutions that align with the corresponding operating region. Payroll and financial management are a few customizable products for enterprise clients.
- **Data security/privacy:** With the digitalization of HR processes or HCM software, organizations must ensure the security and privacy of employee data. The Workday HCM platform offers emerging technology capabilities like AI and automation to address data security and privacy needs.
- **Workforce planning and analytics:** Organizations need data-driven decisions regarding workforce planning. In most cases, the workforce includes the extended vendor ecosystem and contractual engagements, which are complex to manage. Workday's workforce management solutions include workflows and functionalities that capture performance, productivity and many other attributes, driving healthy workforce practice.
- **Change management:** Companies must manage organizational change effectively to ensure the conformance of all stakeholders. This helps in the seamless onboarding of capabilities and functionalities of any new technology and enterprise platform. Workday service providers offer comprehensive change management support during Workday onboarding projects across all



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enterprise portfolios, including technology, organizational and technical change management.

Hence, companies must leverage technology, data analytics and innovative practices.

Enterprise clients are reacting positively to Workday's functionalities, promoting its adoption in 2023. They see value in partnering with trusted vendors offering a comprehensive suite of cloud applications that are scalable, secure and innovative.

Consulting and Strategy Services

As European markets are rapidly acclimating to the Workday platform, the business consulting and advisory capabilities of Workday Services Partners play a crucial role in helping enterprises adopt new functionalities and modules. These enhancements complement the existing systems and expand the coverage of systemic data. Business technology fitment, technical architecture and process transformation converge to deliver a sustainable solution integral to the European client diaspora. Their capabilities are not limited to assessment, service mapping and

solution proposition but extend to delivering an improved experience through operational consulting and technical expertise. Their expertise is used to redesign the technical architecture to support microservices, container orchestration and cloud-native application development for platform resiliency. Localization, governance risk and compliance (GRC) and security consulting are predominant areas for Workday consulting in Europe. The consulting capabilities around the Workday platform, the HCM domain and competitive solution providers are crucial in transitioning enterprise clients from incumbent HCM platforms to the Workday platform.

Implementation and Integration Services

Workday engagements consist of new core implementations and Phase X projects. While the implementation methodology is standardized across the Workday ecosystem, unique technical expertise with legacy systems, cloud and new third-party applications set service providers apart. Integrating Workday with the existing legacy systems and other cloud-based solutions is becoming common and requires advanced technical competencies.

In Europe, integrating and managing third-party payroll systems are crucial for businesses. Large global systems integrators (GSIs) and Workday Services Partners are building these competencies to serve the European market. As Workday enhances its product offerings, consultants are helping organizations leverage new functionalities and expand their platform use.

Workday service providers are expanding their partner ecosystems by establishing technology partnerships with local firms to extend their service competency. These partnerships aim to serve Phase 1 and Phase X implementations as a continuum. With Workday's platform maturing, organizations are implementing additional financial, analytics, talent management and payroll modules atop the core HCM platform. Agile methodologies have gained prominence in Workday implementation trends, with service partners adopting practices that improve project management, communication, documentation and process efficiency.

Managed Services

Workday users require post-deployment support to optimize their systems and address issues that arise during normal operations. The quality of support relies heavily on services providers' resources, certifications and maintenance expertise. Application management services (AMS) handle platform break-fixes, design and development. Change and release management are continual activities that require careful execution to avoid disrupting the platform. These complex but routine activities must be carried out to incorporate the latest updates and features into the Workday platform.

Managed services in the Workday ecosystem were less popular last year due to ambiguity in the offering portfolio. Partners had disagreements on what managed services should be included due to limited service offerings in the Workday AMS space. ISG's own Workday team has built a blueprint with a futuristic view and anticipates transformation in this space. The Workday partner ecosystem reviewed in this study is confident about this space, especially with the experience of



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studying the platform market. We have seen capabilities expand through API customizations and application interfaces extended by the platform community. Workday Extend, a Workday offering that helps enterprises create related apps, is one of the fastest-growing Workday portfolios and comes with an additional license. Clients are willing to experiment with tailor-made apps for their businesses. Once these apps are designed and launched, they will likely be accepted as standard.

Enterprise clients are reacting favorably to the Workday platform in 2023, recognizing the benefits of moving to a cloud-based platform to achieve strategic objectives.





Provider Positioning

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	Consulting and Strategy Services	Implementation and Integration Services	Managed Services
Accenture	Leader	Leader	Leader
Alight	Leader	Leader	Leader
BNB	Contender	Contender	Contender
Capgemini	Product Challenger	Product Challenger	Product Challenger
Cognizant	Leader	Leader	Leader
Deloitte	Leader	Leader	Leader
DXC Technology	Product Challenger	Product Challenger	Product Challenger
Hexaware	Not In	Product Challenger	Leader
HR Path	Product Challenger	Contender	Contender
IBM	Market Challenger	Leader	Leader





Provider Positioning

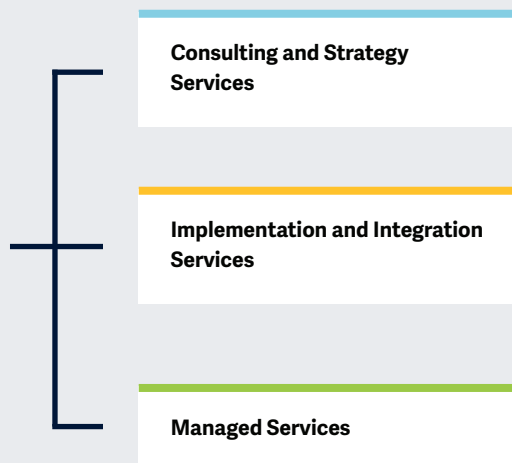
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	Consulting and Strategy Services	Implementation and Integration Services	Managed Services
Invisors	Product Challenger	Contender	Product Challenger
Kainos	Leader	Product Challenger	Rising Star ★
KPMG	Product Challenger	Leader	Product Challenger
Mercer	Product Challenger	Rising Star ★	Product Challenger
MHP	Contender	Contender	Contender
Preos	Contender	Product Challenger	Not In
PwC	Leader	Leader	Leader
Three Plus Consulting	Contender	Contender	Contender
Tietoevry	Product Challenger	Leader	Product Challenger



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. For businesses, these challenges make soaring operating costs the biggest concern. 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.

HR functions are undergoing a drastic transformation in the manner of conducting business. Human-centric processes continue to shift to the virtual space by digitalizing HCM workflows. The continuous need to consolidate these essential functions to extend organizational support to employees and streamline mainstream HR functions digitally 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 the complete suite of Financial Management, Strategic Sourcing, Peakon Employee Voice, Adaptive Planning, Analytics and Reporting and more. Workday integrates HR applications into an enterprise management cloud platform. The platform is designed to incorporate custom requirements and personalization to extend its ability to cater to exclusive requirements 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 just a specific product but all modules. The following evaluation areas also apply to the service providers in 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 and Managed Services.

This ISG Provider Lens™ study offers IT decision makers with 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 in terms of 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.





Consulting and Strategy Services

Who Should Read This Section

This report is relevant to European enterprises across industries evaluating Workday consulting and strategy service providers.

In this quadrant, ISG assesses the current competitive positioning of Workday consulting and strategy service providers in Europe and shows how each provider addresses the key challenges faced in the region.

European enterprises realize the importance of Workday consulting services for optimizing and transforming their HCM and financial management processes to deliver sustainable solutions. Some enterprises prefer their evaluation services from vendor-agnostic consulting providers. Localization, governance, risk and compliance (GRC), and security consulting remain prominent areas for Workday consulting in Europe.

Enterprises are investing in adopting new functionalities and modules to deliver an improved client experience. The digitization of HCM software and HR processes has led to enterprises focusing on data privacy and security. Providers are employing rigorous security measures at multiple organizational levels to ensure the safety and security of data and applications.



Business leaders, including CHROs, CFOs, payroll and financial leaders, that focus on driving business outcomes should read this report to understand the trends and developments in Workday offerings.

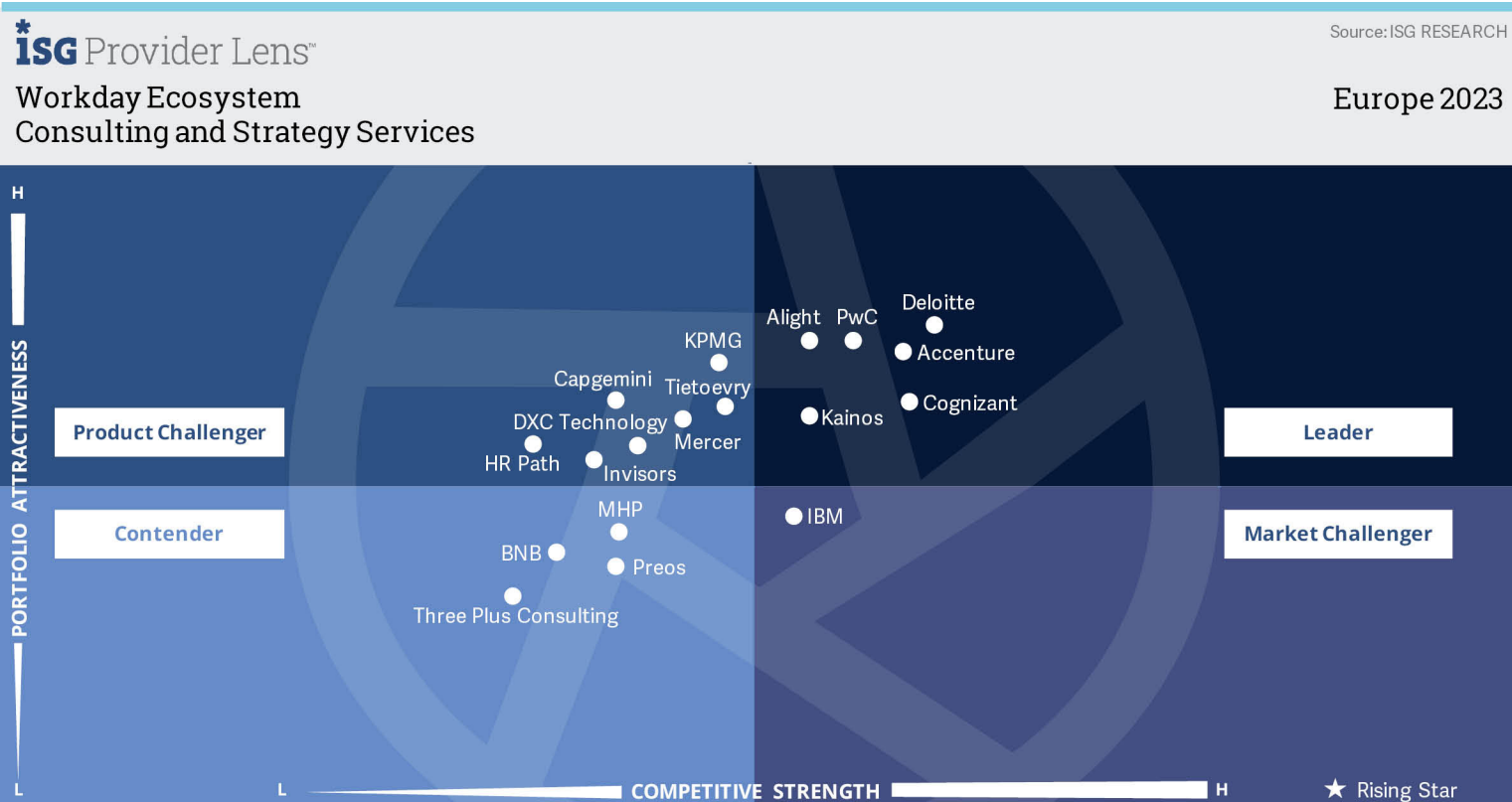


Consulting leaders, including management, technology, functional and domain consulting leaders, should read this report to learn about Workday's Europe-specific solutions.



Digital transformation leaders who spearhead initiatives to build a future-proof organization should read this report to know how services providers design Workday solutions and map them to respective technologies.





This quadrant evaluates the ability of a service provider to deliver a **comprehensive Workday consulting competency for modernizing HCM processes**. This analysis also covers guidance and **support on optimizing services across the Workday portfolio**.

Ashwin Gaidhani



Consulting and Strategy Services

Definition

This quadrant evaluates the Workday consulting and strategy service providers that transform the HR services landscape to improve the service philosophies toward sustainable, effective and resilient business operations using Workday solutions, products and platforms. Workday advisory and consulting services help enterprise clients develop a roadmap for transformation to meet business objectives. This quadrant assesses providers' expertise in driving transformational initiatives to deliver a robust execution plan, which certified consultants then administer. It also evaluates their approach to migrating and reforming processes by analyzing business, functional and technical requirements using custom assessment kits aligned with practices prescribed by Workday. The service providers covered in this quadrant help enterprise clients of all sizes understand the changing market trends and design the best models for business, service and technology.

Eligibility Criteria

- 1. Use of reference assessment models, frameworks and templates:** Use of best practices in opportunity identification and assessments for current and new Workday competencies; availability of frameworks, tools and templates for Workday adoption roadmap
- 2. Experience in defining and evaluating human resources management system (HRMS) landscape:** Capability to design HR service transformation strategy and a long-term roadmap integrating functional services
- 3. Industry knowledge, domain practices and Workday portfolio:** In-depth knowledge of the Workday product portfolio (HRMS, Financial Management, Local & Global Payroll, Analytics & Reporting, Workday Extend and HCM) and related functionalities, processes, workflows, tools and platforms
- 4. Digital business transformation competency:** Focus on diverse and HR-wide portfolios and expertise in industry-specific functional process and strategy consulting
- 5. Business tools and technology expertise:** Must have Workday platform certifications, accreditations (with hyperscalers and third-party software), and capabilities to predict long-term technology developments and prescribe timely solutions using expertise and partnerships
- 6. Experience in organizational and technology change management:** Principles and guidance to ensure compliance with regulatory and governance frameworks
- 7. Resource competency and relevant certifications:** Workday certified (Workday Pro) resource pool with expertise in building solutions



Observations

In 2023, the Workday consulting space in Europe is anticipated to experience rapid growth as more organizations adopt Workday's cloud-based solutions for finance, HR and planning.

- **Growing demand for Workday services:** As more and more organizations adopt Workday's suite of HCM, financial management and other related solutions, the demand for consulting services to assist with its implementation, integration, customization and ongoing support is also increasing. This demand drives the need for consulting teams to possess knowledge of competing platforms and work on designing a founding architecture from an IT standpoint.
- **Implementations across multiple countries:** Many multinational organizations operating in Europe are implementing Workday across multiple countries to streamline their HR and financial processes. Workday and HRMS consulting capabilities supported by a team of experts in multi-country support and

deployment models are in high demand. Compliance with local regulations and localization services are highly sought after.

- **Enhancement and optimization:** The new approach in consulting is to improve Workday performance, usability and adoption by providing focused consulting and best practice sharing through ongoing support, maintenance, updates and enhancements. Consulting engagements in the Workday space are increasing in length to address Workday optimization projects that include overall technology consulting.
- **Driving innovation with Workday Extend:** Workday service partners customize and personalize the experience around Workday solutions. They also help customers access innovation from other partners and vendors that integrate with Workday.

From the 28 companies assessed for this study, 18 have qualified for this quadrant, with six being Leaders.

accenture

Accenture focuses on four segments, namely Financial Management (Cloud ERP), Human Capital Management, Value-led Platform Services, and Education, Government and Nonprofit. The offerings for these segments consist of skills-based organization, Workday Peakon and Media and Hi-Tech quote to cash (Q2C).

Alight

Alight's USP is its ability to leverage its expertise to suggest turnkey advice and improvements tailored to clients' needs. It closely studies the client's current systems, identifies gaps and suggests appropriate solutions.

cognizant

Cognizant's software development life cycle (SLDC) support includes change management, providing subject matter expertise, working with limited resources and project and time management support.

Deloitte

Deloitte focuses on business outcomes while enhancing its UX. Its Project Management Office framework is considered one of the best in the services industry. Its unique selling point (USP) is a live model that is improved regularly through iterations based on client feedback.

KAINOS & CO

Kainos integrates data, AI and cloud platforms to design services for a superior solutions delivery. Depending on client preferences, it can scale the project up or down or fast-track it for a faster turnaround time. Clients attest to Kainos' control, execution competency engagement and involvement in the projects.

pwc

PwC's Workday approach starts with an extensive analysis of clients' needs and then designing an executable roadmap with clearly defined milestones. The company also optimizes costs for clients and lowers the TCO to deliver a high ROI.



PwC



"PwC places experience in a pivotal position when delivering a Workday consulting service, which acts as a driver and makes this approach unique and compelling."

Ashwin Gaidhani

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. The company offers Workday consultancy services based on the client's size, scale and complexity of business and aligned to the client's business outcomes. PwC enables collaborative actions and decision-driven outcomes. For technological growth, it facilitates digital adoption. On the other hand, the PwC engagement experience hinges on personas and journey maps to drive change management. PwC's European practice has in-depth knowledge of local regulations.

Strengths

A UX-centric approach facilitates decision-making: PwC's Business-eXperience-Technology (BXT) agile methodology drives complex solution reviews throughout the program. End-to-end testing ensures quality deliverables and effective deployment guidance for the first-time-right (FTR) metric. This approach to workshops reduces months of work to days by generating fresh insights, accelerating innovation and acquiring stakeholder alignment.

Deployment accelerators focus on cost optimization and risk mitigation: Clients can leverage the company's vast experience and expertise with Workday controls, integration and audits. PwC's eXperience Suite offers accelerated project delivery, including preconfigured tenants based on

industry-leading processes and conversion automation. PwC anticipates and addresses risks through a shared understanding of the client's risk profile across platforms.

Ambitious growth target: PwC is an established market leader in EMEA for end-to-end Workday HR transformation, finance and planning. As part of its five-year road map, the company has an ambitious target of 25 percent to more than 40 percent growth in 14 EMEA territories. It is also focusing on ramping up its presence in the Nordics, Luxembourg and Switzerland.

Caution

PwC adopts a well-orchestrated consulting approach with a strong thought leadership repertoire. However, expanding its consulting portfolio in Europe and helping clients with an executable, simplified road map that focuses on business sustainability.





Appendix

The ISG Provider Lens™ 2023 – Workday Ecosystem research study analyzes the relevant software vendors/service providers in the Europe 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



Author & Editor Biographies



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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iSG

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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