

Workday Ecosystem

Deployment and Integration 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.



Executive Summary

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

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	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





Provider Positioning

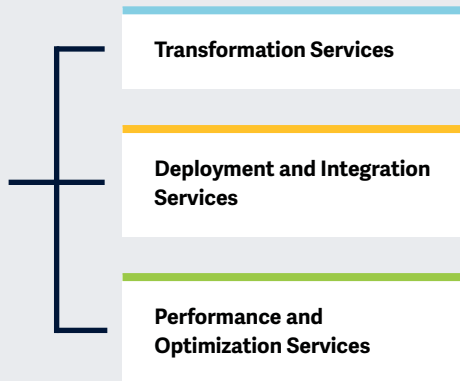
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	Transformation Services	Deployment and Integration Services	Performance and Optimization Services
PwC	Leader	Leader	Leader
Skillcentrix	Rising Star ★	Product Challenger	Product Challenger
Slalom	Product Challenger	Product Challenger	Product Challenger
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.





Deployment and Integration Services

Deployment and Integration Services

Who Should Read This Section

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

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

Workday has gained a strong foothold in the human capital management (HCM) market in the U.S. Enterprises in the region are focused on enhancing EX and engagement across their organizations. There is much emphasis on M&A to build partnerships to create robust and innovative platforms that not only streamline processes but also ensure the right governance of technologies. The primary focus of enterprises and providers alike is on integrating and developing Workday Extend. With the emergence of GenAI, enterprises are now looking for providers that can leverage this advanced technology and offer new approaches to creating platforms or solutions.

The challenge with GenAI is that providers are yet trying to determine how to best integrate the technology with their solutions and address the consequent security concerns. To this end, providers are taking the support of Workday's GenAI governance practice to implement the technology, while prioritizing enterprise data security. Technological advances in the HCM space will continue to shape the adoption and integration of the Workday platform in the U.S.



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



Engineers and architects responsible for Workday implementations can use this report to understand the developments in Workday solutions and the support available to build tools or accelerators.



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



This quadrant assesses providers that offer deployment and integration services, where it evaluates their **methodologies** and **frameworks**, including proprietary and **industry-specific systems** that ensure comprehensive and effective **digital transformation**.

Ashwin Gaidhani



Deployment and Integration Services

Definition

This quadrant evaluates Workday-accredited service partners specialized in implementing and integrating Workday products. Typically, Workday defines the implementation methodology that the partners must follow. Competency and experience in implementing and integrating Workday product suites using broad software tools are essential evaluating factors. The quadrant also examines 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 delivering accurate and faster results. Their Workday implementation capabilities include designing a roadmap, creating data migration strategies, modernizing processes, deploying Workday on hybrid and multicloud environments, ensuring data security and developing governance protocols. These functions are followed by integration with

other enterprise applications, systems and processes. Providers must also be able to integrate Workday products and offerings, such as Enterprise Management Cloud and Workday Extend, 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.

Eligibility Criteria

1. Deploy new features on the **Workday platform** and **Integration Cloud**
2. **Integrate, map, develop, optimize** and test Workday products across modules (HCM, financial management, analytics, planning and payroll)
3. Offer expertise in **diverse system integration and migration** with **ERP, SAP, CRM (ServiceNow) and internal collaborative systems** (such as Microsoft Teams and Slack)
4. Offer **maintenance, support and installation services; upgrades; and new feature release, patch and lifecycle management**
5. Work with emerging technologies such as **automation, data science, AI, ML and cognitive computing** to enable digital transformation and drive implementations



Deployment and Integration Services

Observations

Workday is expanding its range of applications beyond core HR and is now concentrating on using GenAI, AI and ML to develop automated, robust platforms that streamline processes in U.S. enterprises. Workday is currently focusing on creating industry-specific solutions (using the mentioned technologies) and providing these solutions to clients who are seeking automation through offerings such as Workday Extend, Orchestrate and Prism Analytics to streamline business processes. Some of the developments noted in this space include:

- Workday is automating processes to integrate with existing systems and migrate data. The company is enhancing its expertise in integration frameworks, data migration strategies and middleware for a smooth transition.
- The U.S. is experiencing a surge in demand for deployment and integration services; many businesses are increasingly choosing Workday to support business expansion.

- Service providers are creating industry-specific reports and dashboards to improve on the Workday-provided reports, thus providing enterprise leaders with actionable data based on their own experience deploying Workday. Prism Analytics and Accounting Center are becoming standard Workday offerings in client engagements, rather than exceptions. Service providers are also increasing their global capabilities.
- Workday service providers in the U.S are extending their reporting capabilities to gain insights into various aspects and stages of Workday implementations. For enterprises, this significantly increases transparency, trust and control on projects, while averting scenarios that can have an adverse impact on business.

From the 34 companies assessed for this study, 28 qualified for this quadrant, with 11 being Leaders and one Rising Star.

Accenture's prowess in deployment and integration is highlighted by its ability to drive interoperability and transformation through seamless integration of Workday with other cloud platforms.

Cognizant's Workday deployment and integration services are anchored by its proprietary Cynergy™ methodology, which enhances efficiency and ensures adherence to best practices. It excels in deployment and integration through rigorous standards and proprietary tools.

Deloitte distinguishes its Workday deployment and integration services through its ability to unify complex data environments and automate critical processes using proprietary solutions. It has won the 2024 Workday Partner Innovation Awards in key verticals.

HEXAWARE

Hexaware's deployment and integration approach is underpinned by a robust change management framework, HexValidate, which ensures compliance with all Workday updates through comprehensive monitoring and testing.

Huron leverages its expertise in Workday and deploys a comprehensive suite of Workday tools to assist clients in transforming complex systems and processes to prepare for future M&A.



IBM excels in integrating Workday solutions with third-party systems, providing advisory services for customer data integration. It ensures rapid solution development and maximum ROI with Workday Extend.



Deployment and Integration Services

Invisors'

Invisors' deployment and integration strategy is thorough, starting with a foundational understanding of a client's business and extending to precise execution of requirements. It uses proprietary tools to ensure smooth data migration as needed for seamless Workday integrations.



KPMG's Workday deployment and integration services are characterized by a structured, risk-reducing approach that accelerates implementation and drives speed to value.

PwC's extensive use of proprietary tools and continuous training programs ensure that its consultants are abreast with Workday's latest features and best practices. It leverages proprietary tools and a structured approach to ensure seamless and compliant integrations.

Strada (formerly Alight)

Strada (formerly Alight) Workday deployment approach is differentiated by its preparedness, proprietary tools and comprehensive integration capabilities. It brings together Workday integrations, client architecture and best practices for smooth platform transitions.

TopBloc's

TopBloc's comprehensive Workday deployment integration strategies, utilizing tools such as Workday Studio and Workday APIs, are tailored to meet specific client needs, facilitating real-time data flow and informed decision-making.

CrossVue

CrossVue (Rising Star) leverages its human capital and financial management expertise to help clients optimize business functions and navigate complex change initiatives successfully. It merges innovation with technical expertise to enhance efficiency using Workday's tools.



PwC



"PwC has developed a strong alliance with Workday, leveraging its industry experience and strong presence in the U.S. market."

Ashwin Gaidhani

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. PwC excels in Workday deployment and integration, maintaining a proactive stance on Workday's release policies via regular training and certifications. It leverages proprietary tools and a structured approach to ensure seamless and compliant integrations with region - and industry-specific requirements. Aware of the dynamic U.S. market, PwC is vigilant in ensuring that its implementations are suitable for meeting the changing needs of its clientele.

Strengths

Investments in accelerators and tools:

PwC continues to invest in tools and accelerators to reduce risks and upgrade quality as a part of its Workday deployments. These Workday accelerators are divided into three categories - Project management, Change management, and Functional and Technical - and assist organizations in integrating and implementing PwC's solutions and services.

PwC's One Firm approach: PwC's One Firm approach brings together a range of services to support client needs across its strategic platforms. Its Workday offerings are focused on building a future-ready workforce by implementing and upgrading the current workforce solutions deployed by organizations. PwC also helps organizations


meet their legal and other regulatory compliance requirements through its implementation support.

Addresses security and regulatory challenges for clients: PwC's strong industry-specific knowledge empowers it to offer relevant, tailored solutions for customers' security and regulatory challenges. Its Security Dashboard provides highly actionable insights on changing security requirements and data configurations.

Caution

PwC's primary Workday clients are large enterprises. It should focus more on offering tailored transformation services to address the complex and evolving needs of these large companies to maintain this client base and ensure customer satisfaction.





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.

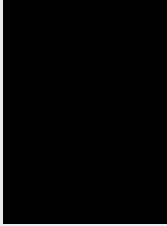
The study was conducted in the following steps:

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

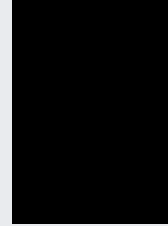


Ashwin Gaidhani
Lead Analyst

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
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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™

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ISG

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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.





SEPTEMBER, 2024

REPORT: WORKDAY ECOSYSTEM