

Workday Ecosystem

Managed Services

A research report comparing provider strengths,
challenges, and competitive differentiators

Customized report courtesy of:



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This study focuses on what ISG perceives as most critical in 2022 for the Workday Ecosystem in the U.S.

A growing focus on digitalization is transforming the way businesses are changing workforce management. The global view of HCM is evolving quickly due to unprecedented global events and technological advances. This has led to an increased demand among companies for service partners with a broad list of services, encompassing tools, services and platforms. In addition, businesses are increasingly switching to a hybrid model of working. This has accelerated the need for more secure, robust and flexible systems and cloud platforms that cover the entire HCM portfolio for modern workforce and workflow management.

U.S. enterprises are adopting Workday for managing organizational processes because it includes an array of products, encompassing talent management, spending analytics, payroll and workforce management. Workday is a cloud-native HCM platform that stores enterprise data in the Workday cloud, making it secure, accessible and adaptable. The platformization wave is transforming the software-as-a-service industry into a fast-growing alternative for resource-consuming ERP platforms and other monolithic client solutions. The decentralization of enterprise setups is increasing the complexity and accessibility of organizational resources for employees in daily work. In addition, the emergence of collaboration tools is overshadowing the interpersonal communication landscape, thereby reducing human interaction and touchpoints. Hence, enterprises are looking for a comprehensive platform that seamlessly integrates all systems

Workday - The New Age HCM SaaS Platform



Executive Summary

and applications. Workday simplifies and connects various products to manage workforce in a world where a “hyflex” (hybrid and flexible) style of working is becoming increasingly complex.

Workday was fast to recognize these challenges and has onboarded various solutions to differentiate itself from the traditional HCM platforms and solutions. In addition, it has carefully undertaken acquisitions, with Adaptive Insights being its most significant acquisition; this has added a broad spectrum of capabilities, helping Workday scale across enterprise segments.

A strong partner ecosystem is vital to a consistent and robust growth strategy. Workday has designed its ecosystem in a way that includes critical service segments to help enterprise clients select and establish the right set of capabilities — a perfect example of a controlled ecosystem that manages almost all the

critical attributes of a product, including training, methodology and certifications. Established standards on methodology and use help maintain consistency and standard product delivery, optimum performance and availability.

This HCM ERP cloud platform assists companies in planning a future workforce, identifying talent gaps, easing communication, enabling employee interaction and gaining a unified organizational view. It allows process automation, leveraging emerging technologies such as analytics to derive deep insights and connect overall employee experience to design. For example, during the pandemic, companies faced the challenge of ensuring employee well-being. Workday developed its health-tracking software and vaccine management software for employees. Thus, Workday continues to develop its cloud platform (a Workday integration

cloud) that helps design, introduce and manage integrations to and from Workday. The underlying technology stack of Workday is embedded by an enterprise service bus (ESB) to connect pre-built connectors that integrate with third-party tools. Development tools such as Enterprise Interface Builder (EIB) and Workday Studio are leveraged to build customized solutions. Such developments in the platform are strengthening Workday's position in the market on a global scale.

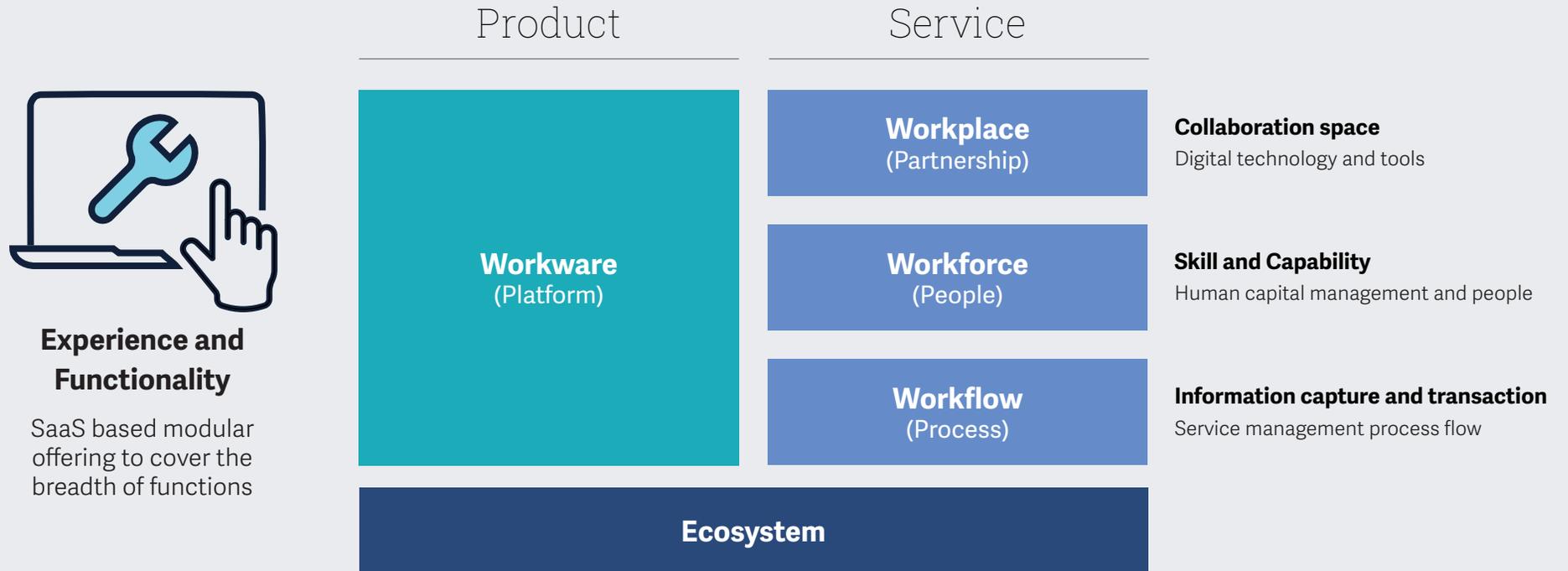
Changing business dynamics require process transformation by using proven and proprietary frameworks through consulting services. Organizational change management and execution methodologies are critical to adopting the new technology. Service providers are offering business, domain and technology consultants to guide enterprise clients across business verticals to

institutionalize the Workday platform. Consulting services are becoming the norm and are engaged in the initial stages to ensure process optimization and value realization. The product-centric consulting services cover the configuration of the hosting technology and the array of Workday products, covering areas such as finance, analytics and HCM with the intent to refine current processes, identify required skills and improve outcomes.

Workday service partners in the U.S. focus on implementation and integration services to manage the entire deployment lifecycle. However, the growing adoption of the platform is simultaneously driving the interest of global system integrators and consulting firms to build a comprehensive service portfolio, including managed and advisory services.



Figure 1: Workdesign Constituents– The Architecture of Work



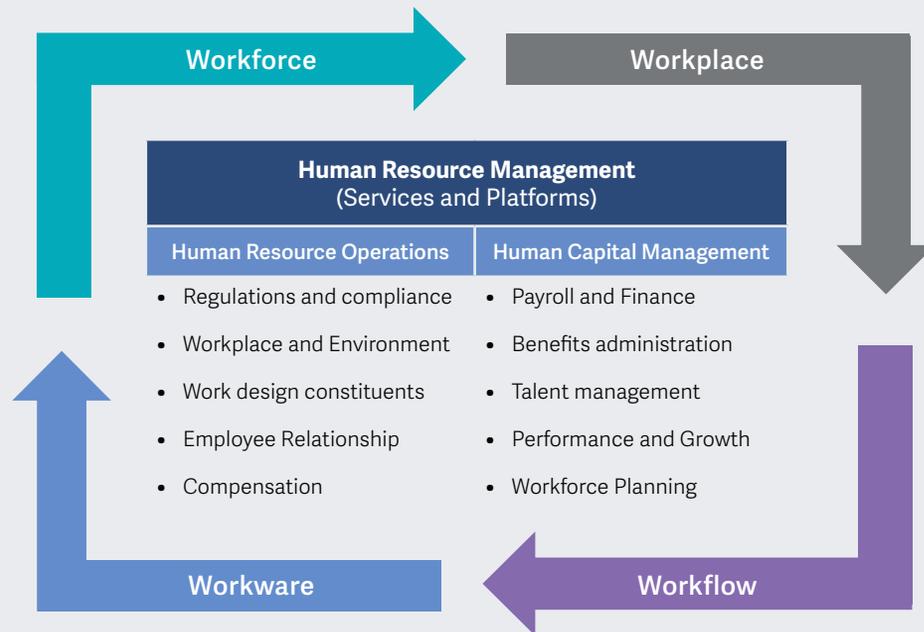
Global system integrators (GSI), boutique workday services firms and early partners of Workday have evolved with the platform by constantly refining implementation and deployment methodologies. This service segment constitutes a critical phase, outsourced by Workday to its certified partners that are eligible to lead and drive the implementations of the Workday platform.

Workday's partnerships with firms covering advisory, services, software, payroll and adaptive offerings is based on their compliance, experience, maturity and certified resources. Concurrently, providers and enterprises are looking to partner with independent software vendors, offering exclusive solutions that complement Workday's portfolio, encompassing payroll, time tracking and attendance management. Because Workday is a cloud-based HCM system that ensures a secure, automated and seamless flow

of data, alongside technical expertise, it has become popular in the U.S. Many leading service providers and enterprises have partnered with Workday for these advanced cloud-based services to manage their workforces. The Workday Enterprise Management Cloud offering is far more advanced than the legacy ERP systems companies are currently using.

Managed services are a significant part of post-deployment practices because Workday systems require specific expertise and experience to administer. Also, Workday updates occur twice a year, requiring teams to manage the updates and the consequent changes in Workday products. Enterprise clients have started to outsource Workday platform management to firms with the required expertise. Third-party software, certified by Workday, requires maintenance, and service providers have built capabilities and expertise to support third-party software.

Figure 2: Workdesign Constituents
Human capital management is the collective value of an organizational workforce's capabilities, knowledge, and skills.



Executive Summary

Workday EXTEND is a developer-centric platform that helps enterprise clients build custom solutions on the platform. This arrangement allows companies to offer subscription services for specific situations, thus driving different consumption models and engagement types. The U.S. market is seeing an increase in demand for managed services due to use of a plethora of third-party tools for payroll, tax and financial management. Workday management services, encompassing consulting and implementation, are seeing a rapid spike in the U.S and the rest of the world.

Workday has enabled seamless HR functioning, reducing paperwork and digitalizing almost all HCM processes. Workday continues to develop applications and software to collaborate with many software and service providers, building industry and function-specific solutions. Workday is not only pervasive

in the business sector; it is also gaining traction in the education sector. In the U.S., federal institutions are also collaborating with Workday to manage personnel and maintain records to derive analytical reports.

In short, as Workday continues to provide a plethora of options and services, we will be witnessing an increase in demand for the platform in the coming years, making its future bright.

Workday has increased HR efficiency by digitalizing all HCM processes.



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	Contender	Contender	Product Challenger
Capgemini	Product Challenger	Product Challenger	Product Challenger
Collaborative Solutions	Leader	Leader	Leader
CrossVue	Contender	Contender	Contender
Deloitte	Leader	Leader	Leader
DXC	Product Challenger	Product Challenger	Contender
Glyde Consulting	Contender	Not In	Not In
Guidehouse	Market Challenger	Market Challenger	Product Challenger
Hexaware	Not In	Leader	Leader

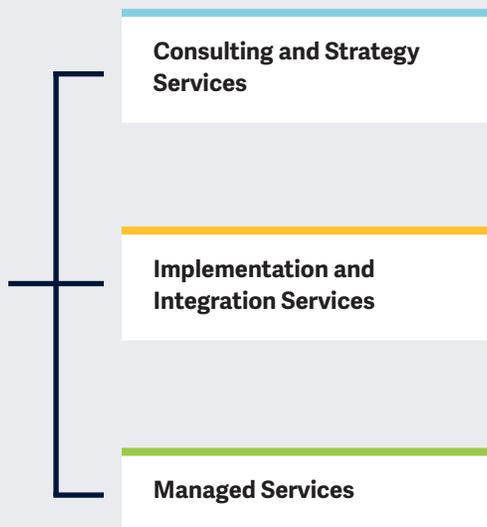


 Provider Positioning

	Consulting and Strategy Services	Implementation and Integration Services	Managed Services
Huron	Leader	Rising Star ★	Rising Star ★
IBM	Market Challenger	Product Challenger	Market Challenger
Intecrowd	Contender	Contender	Contender
Invisors	Rising Star ★	Product Challenger	Product Challenger
KPMG	Leader	Leader	Product Challenger
Mercer	Product Challenger	Product Challenger	Product Challenger
Moss Adams LLC	Contender	Not In	Not In
OneSource Virtual	Product Challenger	Leader	Leader
PwC	Leader	Leader	Leader
TopBloc	Product Challenger	Product Challenger	Product Challenger



The ISG study focuses on the critical facets of the Workday ecosystem in the U.S. in 2022.



Simplified Illustration Source: 2022

Definition

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

capital maturity and create a sustainable roadmap of human resources to cater to current and future needs.

Workday's platform includes products and solutions that improve workflows and system connectivity. Employee-centric workflows, simplified user interfaces and integration with internal and external systems have revolutionized how HR operates. Workday consolidates all the functions in the form of products, hosts them on one single SaaS platform and integrates them for seamless operations. Also, Workday consolidates all employee-centric services and processes into a vertical product line that helps and simplifies complex processes.

However, an ecosystem is built on the foundation of a strong partnership. Many internal and external systems are expected to connect and extend the operating experience. Thus, Workday is continuously upgrading and upscaling



its key initiatives to enhance its platform capabilities. Workday community, pro certification programs, Workday Integration Cloud platform, enterprise service bus (ESB) and Workday Studio are its key offerings that are continuously evolving in terms of features and capabilities to enable faster time to value. The service segments that are part of the product onboarding lifecycle such as consulting, implementation and managed services are driven by a closely associated partner network.

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

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

- Unique differentiators
- Economic stability
- Market position

Scope of the Report

In this ISG Provider Lens™ quadrant study, ISG includes the following three quadrants: Consulting and Strategy Services, Implementation and Integration Services and Managed Services.

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

- Transparency on the strengths and weaknesses of relevant providers
- A differentiated positioning of providers by segments
- Focus on a 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 IT providers for a defined market segment (quadrant). Without further additions, the position always applies to all company sizes classes and industries. In case the IT service requirements from enterprise customers differ and the spectrum of IT providers operating in the local market is sufficiently wide, a further differentiation of the IT 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 IT 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 Challenger, Market Challenger and Contender), and the providers are positioned accordingly. Each ISG Provider Lens™ quadrant may include service providers that ISG believes have strong potential to move into the Leader quadrant. This type of provider is 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 20 (some 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.

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.

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.

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.





Managed Services

Who Should Read This

This report is relevant to all enterprises across industries in the U.S. for evaluating providers of Workday managed services.

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

With the increased migration toward cloud-based platforms, enterprises in the U.S. are looking for providers that offer end-to-end managed Workday services ranging from pre-deployment due diligence exercises to post-implementation support. The focus is on leveraging services from providers that can assist in managing and maintaining Workday products such as HCM, financial management and analytics. These providers are also expected to have strong

partnerships with technology integration providers and third-party software providers. Leading providers having the capability to manage major Workday release updates and support clients in their digital transformation journeys.

ISG has observed that enterprises are moving toward new and advanced HCM platforms from older platforms, leading to accelerated growth in the managed services market. Most of these enterprises are seeking end-to-end managed service providers for an effective Workday service.



Business leaders, including chief human resources officers and CFOs, should read this report to understand the capability of Workday managed service providers in managing and supporting the maintenance aspects across portfolios. Choosing the right partner will help improve operating margins and business growth.

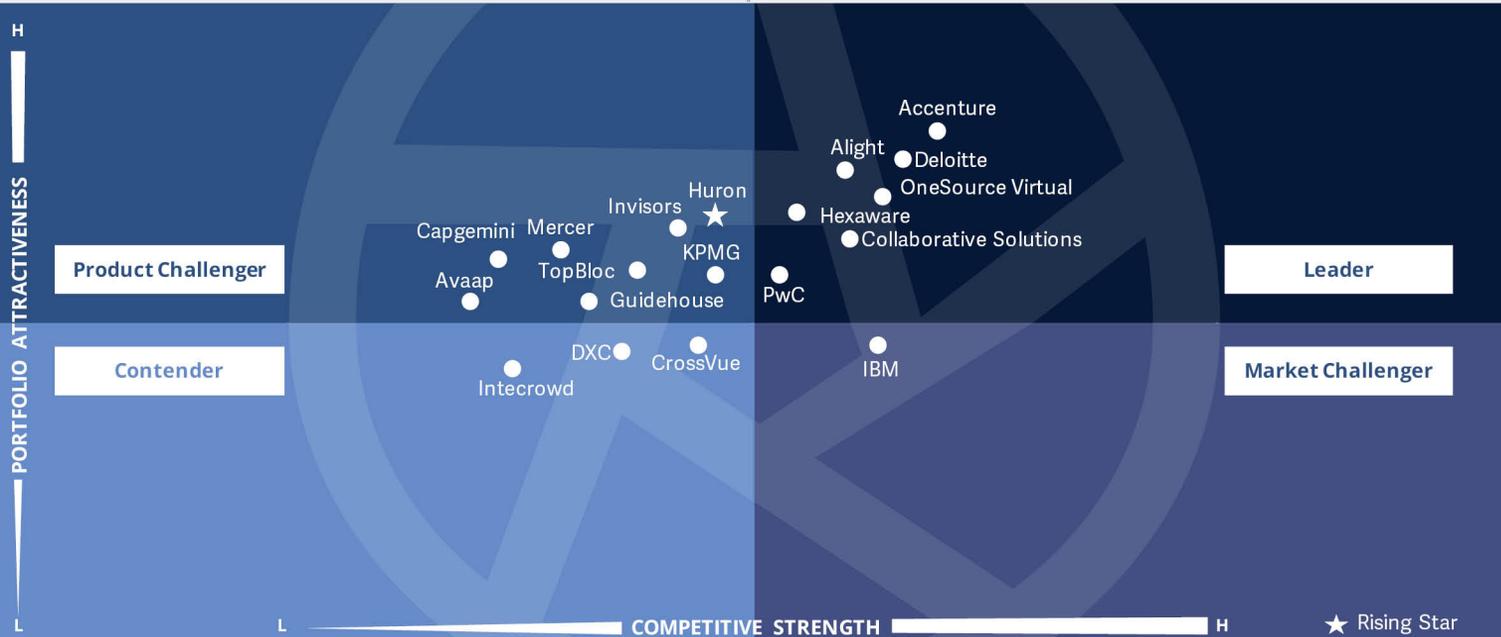


Customer success and experience leaders who champion the voice of enterprises in the market should read this report to better analyze providers' service capabilities, adherence to SLAs, benchmarking performance and ability to regularly provide customer feedback.



Operations and delivery leaders, who manage large accounts in the U.S. and are responsible for employee experience, business planning and financial management, should read this report to understand how Workday managed service providers retain their credibility and service quality.





This quadrant evaluates providers **modernizing their Workday application management portfolios** to manage the platform. The **managed services** offered by a provider support all Workday products.

Ashwin Gaidhani



Definition

This quadrant analyzes specialized providers that offer managed services for maintenance and support of Workday products. The study focuses on providers supporting the run business of the enterprise client's including technical and operational tasks encompassing customizations, personalization and configurations. These complement the Workday platform as part of the designed setup and address clients' requirements to accomplish specialized tasks. The competencies include provisioning, administering, monitoring and being available for continuous operations across all Workday modules and related services. They also include incorporating platform customizations and personalization based on enterprise clients' demand, changing demographics, and social and corporate compliance policies. The study will evaluate the providers' technical and

operational abilities to support process improvements through regular change and release management processes. This involves application maintenance services (AMS) in congruence with the clients' internal and external systems. The providers are evaluated based on their ability to provide a broad spectrum of diverse applications, offer post-implementation and operational process support and modernize Workday services. The quadrant will also examine the providers' capability to offer comprehensive services, along with their global reach, depth of Workday product portfolio and breadth of coverage for industries and technologies.

Eligibility Criteria

- 1. Ability to provide core support for workday portfolio:** Experience in managing and maintaining Workday products but not limited to functions such as HCM, financial management, analytics, enterprise interface builder (EIB), data load, reporting and security, including processes, workflows and applications.
- 2. Change and release management:** Experience in Workday release management and installation of new packages based on the release schedule, and expertise in managing controlled changes to the environment through change management.
- 3. Application maintenance services:** Comprehensive experience in delivering Workday maintenance support, developing technical solutions that support HRMS functional processes and Workday packages, and maintaining a bug-free environment.
- 4. Integrated internal and external support:** Support testing of Workday integration code base, including Studio, EIB and third-party systems, to ensure the availability and maintenance of the Workday platform.
- 5. Partnership ecosystem:** Partnership with technology integration providers and critical third-party software providers, covering the breadth of AMS-related portfolio.
- 6. Platform-as-a-service competency:** Expertise and prowess in working with Workday's Integration Cloud platform and integrating the platform with client offerings, including monitoring and management aspects of Workday platform.
- 7. Customization and personalization competency:** Expertise in designing, developing, deploying and enhancing customized solutions to meet business requirements.



Observations

Organizations are constantly working toward reducing operational complexity, after the migration of their applications to the cloud. On-premises, legacy infrastructure was supported by internal technical teams. Workday has completely transformed this set up after the transition of HCM processes. A certified Workday consultant can manage, administer, support and maintain the entire platform. The increasing adoption of the Workday platform is driving the demand for post-deployment managed services. Workday release cycles, changes in release management processes and custom enhancements for organization-specific requirements all need a qualified and specialized team to manage and support the Workday environment. At present, most companies manage their Workday environments, however, they are recognizing the high costs involved,

including those stemming from the resources needed to manage the entire Workday portfolio.

The following factors drive the demand for managed services for Workday.

Workday release management: Workday releases two major updates, per year, with new mandatory and optional functionalities. A change in functionalities is due to the change in the environment within the organization.

A few service providers and enterprises are looking for continued innovation, specifically in the areas of data conversion, change management and enablement, and Workday Extend. To support its customer base, Workday continues to update solutions such as Quick Starts, health checks, Workday Extend solutions and Adaptive Planning.

Business process support for third-party applications connects Workday service partners to external systems to capture or gain information. These usually include back-office support or L1 service desk support to handle clients' workforce queries.

From the 28 companies assessed for this study, 19 have qualified for this quadrant with seven being Leaders and one Rising Star

accenture

Accenture is a key partner for Workday's Prism Analytics and Spend Management. The Accenture-Workday partnership works best with global projects. Continuous interactions with client teams help in the smooth transition to Workday. Accenture's flawless change management initiatives and risk mitigation measures ensure customer satisfaction.

Alight

Alight has been recognized as the winner of the Service Partner Industry Innovation Award, presented by Workday, for its innovations in the retail and hospitality sectors. Alights' Workday practice includes a strong global presence with localized teams.



Collaborative Solutions excels in Workday post-implementation support, with solutions customized to project requirements and client expectations. Application management support is a mature and established practice with a team of Workday-certified resources. Collaborative works with a diverse set of clients of all sizes and across industries.



Managed Services

Deloitte

Deloitte has a diverse team of functional experts and a Workday-certified team that can lead implementations across technology, energy and utility, and healthcare businesses.



Hexaware leverages a knowledge management and training hub, HexaVarsity, for all Workday certifications and competencies, in addition to many other technical and functional learning programs. Hexaware also has access to Workday resources such as Workday communities for adopting best practices and gaining real-time insights.

OneSource Virtual

OneSource Virtual has a clear and defined strategy to invest in people and continual training in the Workday domain. In addition, it is focused on the upskilling and reskilling of its team on functional and business processes.

PwC

PwC offers a range of support under managed services, including service management, service operations, release management support, business insights, and improved and enhanced decision making.

Huron Consulting Group

Huron Consulting Group, the Rising Star, provides a comprehensive range of release solutions, including complete release management, release planning, release approach optimization and opt-in feature catch up. The services also include complete functional platform health checks, performance efficiency analysis and dashboards, and process optimizations and enhancements.





“PwC’s Workday managed services cover post deployment services.”

Ashwin Gaidhani

Overview

PwC is headquartered in London and operates in 156 countries. It has over 295,400 employees, including more than 750 Workday-certified experts, across 719 global offices. In FY21, the company generated \$45.1 billion (+4.9 percent YoY) in revenue, with assurance as its largest segment. PwC’s maximum Workday HCM services business lies with large enterprises.

Strengths

Recognized through awards: PwC is one of few providers to receive Service Partners Industry Innovation awards for its workday innovation and excellence, for its expertise in financial services.

Two-dimensional managed services support to enhance business performance:

PwC adopts a two-dimensional approach of user experience (UX) and business acceleration to assist clients in optimizing applications. The company maintains, enhances and manages applications to increase business performance. Business acceleration consists of release assessment, business improvement and

solution enhancement functionalities.

Strong capabilities: PwC leverages business-led and technology-enabled solutions to enhance clients’ business deliverables in a flexible, scalable and modern approach. The company focuses on large onboarding enterprises via its pool of industry-specific and Workday-certified consultants.

End-to-end transformation service:

PwC offers clients end-to-end business transformation, modernizing its service delivery and operating model. The company’s HCM platform integrates seamlessly with a client’s business and delivers robust analytics resulting in improved decisions and outcomes.

Caution

PwC can focus on enhancing their managed services portfolio. The company can scale its managed services arm in the U.S. by building support functions to claim a significant portion of the Workday market opportunity.





Appendix

The ISG Provider Lens™ 2022 – Workday Ecosystem 2022 analyzes the relevant 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 August 2022, 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 2022 market
2. Use of questionnaire-based surveys of service providers/ vendor across all trend topics
3. Interactive discussions with service providers and vendors on capabilities and use cases
4. Leverage ISG's internal databases, advisor knowledge and experience
5. Use of Star of Excellence CX-Data
6. Detailed analysis, evaluation of services and service documentation based on the facts and figures received from providers and other sources.
7. Use of the following key 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
Research Partner

Ashwin Gaidhani has a comprehensive view of IT shared-managed services portfolio and digital business transformation initiatives with approximately two decades of experience. As an ISG Research Partner and subject matter expert in the field of enterprise services and digital technologies, he is presently contributing as a Lead Author with the ISG Provider Lens™ team. Ashwin comes to this work with business and technology experience revolving around service management,

digital governance, emerging capabilities (artificial intelligence and intelligent automation), work design methodologies, and implementation frameworks. He is a highly qualified and experienced ITIL Expert with lifecycle experience in operations, delivery, consulting, and advisory for large corporations, including enduser, ITSP, and Technology product companies. He effectively partners with C-Level executives and tactical leaders to institutionalize digital business transformation and strategic initiatives.

Enterprise Context and Overview Analyst



Varsha Sengar
Senior Research Analyst

Varsha Sengar is a senior research analyst at ISG and is responsible for supporting and co-authoring Provider Lens™ studies on Intelligent Automation, Software-Defined Networking and Workday Ecosystem. With more than five years of professional experience in the technology research industry, she supports lead analysts from multiple regions with their research and authors with global summaries.

Her role includes delivering an enterprise perspective for IPL and collaborating with analysts, advisors and enterprise clients on various ad-hoc requests, which covers primary and secondary research. She has expertise in areas such as IoT, artificial intelligence, smart homes and autonomous driving.





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 1,300 digital-ready professionals operating in more than 20 countries—a global team known for its innovative thinking, market influence, deep industry and technology expertise, and world-class research and analytical capabilities based on the industry's most comprehensive marketplace data. For more information, visit www.isg-one.com.





SEPTEMBER 2022



REPORT: WORKDAY ECOSYSTEM