



Workday-Based Human Resources Business Process Services (HR BPS) Market Report 2017 – Opportunities Abound in Employee-Centric HR Services

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Market Report – June 2017 – Preview Deck

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Everest Group's Workday-based HR BPS research is based on multiple sources of proprietary information

1

- Everest Group's proprietary database of **operational capability of about 10 Workday-based HR BPS providers** (updated annually)
- The database tracks the following capability elements for each service provider
 - Overall Workday-based HR BPS revenue, total clients, and buyer employees served
 - Recent Workday-based HR BPS developments (investments and partnerships)
 - Workday-based HR BPS delivery locations and level of offshoring
 - Related technology offerings
 - Workday-based HR BPS service suite

Service providers covered in the analysis¹



2

Buyer surveys and interactions

Global surveys and one-on-one executive-level interviews of buyers are undertaken to understand how organizations perceive performance of their Workday-based HR BPS provider. The surveys/interviews focus on different aspects of an outsourcing relationship including:

- Key drivers for outsourcing and choosing Workday
- Contract details (including process scope, signing year, and duration)
- Overall performance of the service provider including key strengths and improvement areas
- Detailed assessment of service provider performance across elements such as driver satisfaction, process expertise, implementation, technology and innovation, relationship management

1 Assessment for **Conduent, DXC Technology, TCS, and WNS** excludes service provider inputs on this particular study, and is based on Everest Group's estimates which leverage Everest Group's proprietary Transaction Intelligence (TI) database, service providers' ongoing coverage & public disclosures, and interaction with buyers

Note: Alight Solutions was formerly known as Aon Hewitt. DXC Technology was formed after the merger of HPE and CSC

Confidentiality: Everest Group takes its confidentiality pledge very seriously. Any contract-specific information collected, will only be presented back to the industry in an aggregated fashion

Everest Group's Workday-based HR Business Process Services (HR BPS) value chain

Workday services value chain

Consulting	Implementation	Management	Business process operation
Business objectives identification and gap analysis	Application configuration	End-user training	Core HR
Feasibility & readiness assessment	Application enhancement and API development	Workday helpdesk	Recruitment
Process analysis and (re)design	Data migration and integration	Ongoing integration & testing	Talent management
Compliance & security assessment	User acceptance testing	Governance management	Learning
Data sources and integration requirement identification	Change management execution	Next release planning	Compensation
Change management strategy development	Implementation hand-off		Benefits
Governance strategy development			Payroll
			Time & absence

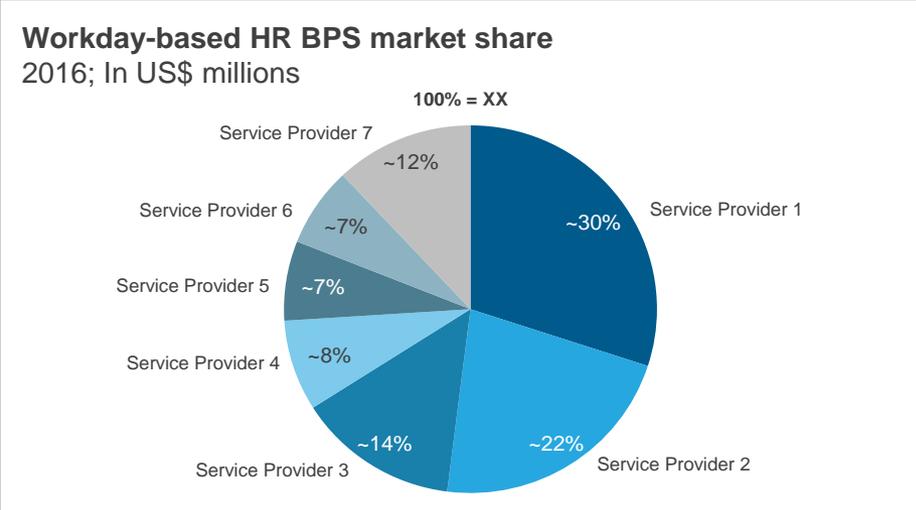
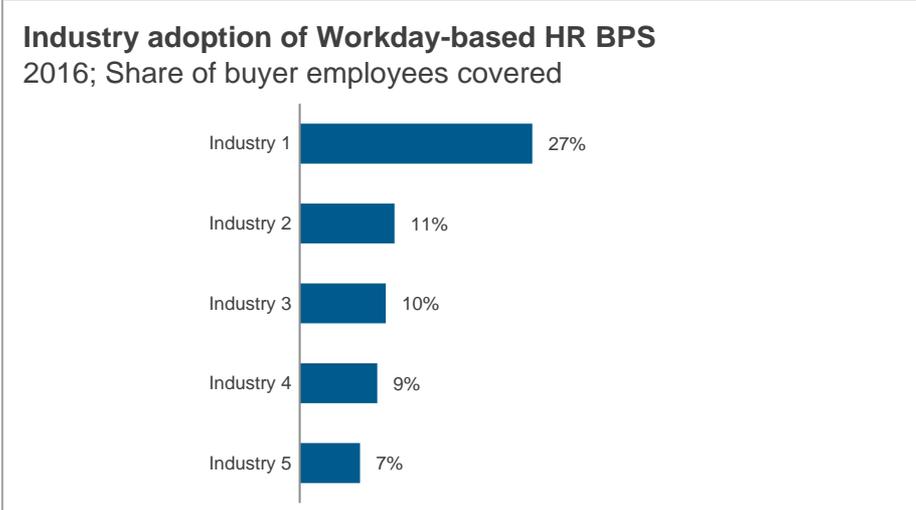
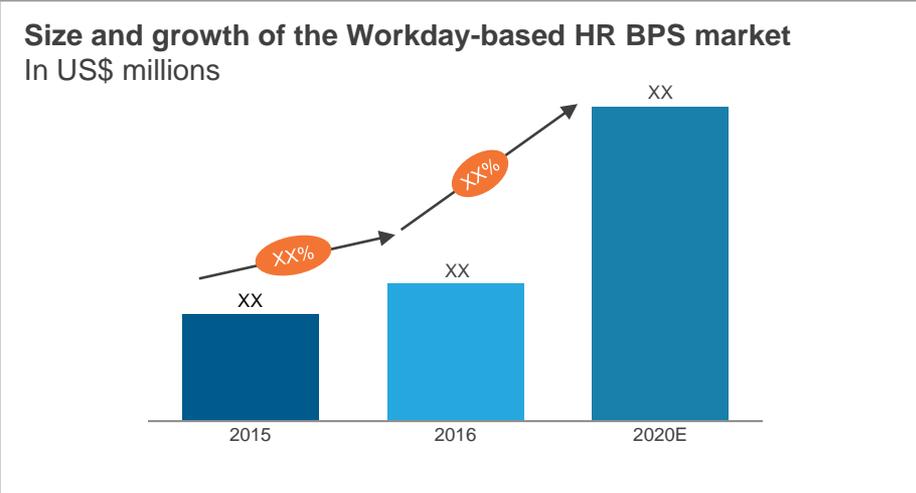
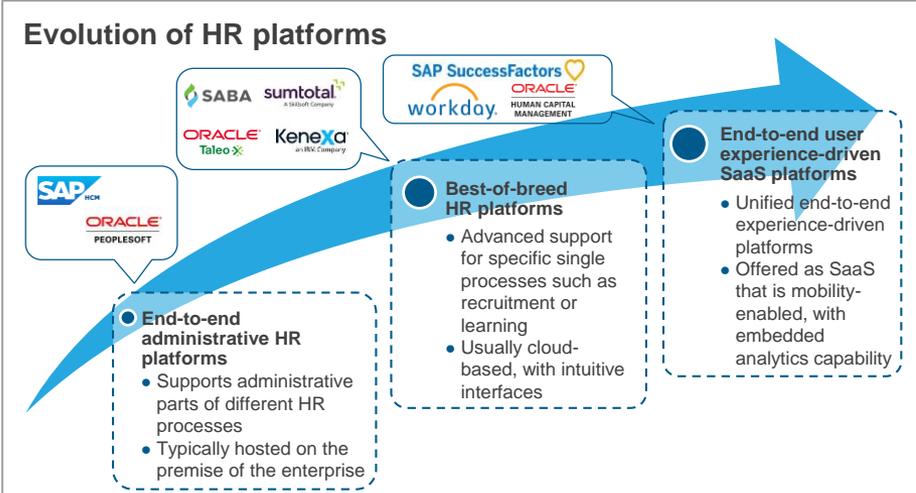
Workday Information Technology (IT) services

Workday-based HR BPS

Overview and abbreviated summary of key messages

Dimension	Key market insight
Workday and associated services 1	<ul style="list-style-type: none">• Enterprises are moving away from a siloed view of HR and are increasingly focusing on providing a seamless and integrated employee experience. In line with these trends, the spectrum of technologies employed in the HR domain has evolved with increasing leverage of next-generation digital tools and concepts such as analytics, automation, cognitive, cloud, and mobility• HR platforms have also evolved, moving away from traditional ERPs and point technologies to new-age Software-as-a-Service (SaaS) platforms which are designed to provide a unified end-to-end experience. In the new-age SaaS platform space, Workday has emerged as the preferred platform. It has some distinct characteristics that make it particularly attractive for enterprises. Other major platforms, particularly SuccessFactors and to a certain extent Oracle HCM Cloud, are also experiencing considerable success• Workday has a wide ecosystem of partners that delivers a variety of services related to its applications. The services partners mainly deliver four different types of services – consulting, implementation, management, and business process operation• The Workday-based services market, which primarily comprises Information Technology(IT) and Business Process (BPS), has enjoyed stellar success and is expected to continue to grow at a considerable pace as compared to services on the traditional platforms
Workday-based HR BPS market 2	<ul style="list-style-type: none">• The Workday-based HR BPS market is currently worth ~US\$500 million and has experienced spectacular growth in the recent couple of years. The rising adoption of Workday-based HR BPS is increasingly being driven by the need for enhanced employee experience, in addition to traditional drivers such as cost reduction and process efficiency• North America dominates in terms of geographic adoption of Workday-based HR BPS. Europe and Asia Pacific are rapidly following suit• Processes such as payroll, benefits, employee data management, employee contact center, and system maintenance are the most outsourced processes, while Workday’s relatively newer modules such as recruitment and learning are yet to gain high traction in the market• Even in a Workday environment, enterprises expect providers to bring in add-on technologies, especially advanced analytics and Service Delivery Automation (SDA), on top of Workday
Service provider landscape 3	<ul style="list-style-type: none">• The top three players – Alight Solutions¹, Accenture, and IBM – constitute about 65% of the Workday-based HR BPS market by value. In terms of number of active deals, OneSource Virtual emerges to be the most dominant player

This study offers three distinct chapters providing a deep dive into key aspects of the Workday-based HR BPS market; below are four charts to illustrate the depth of the report



Source: Everest Group (2017)

HRO research calendar

■ Published
 ■ Current

Topic	Release date
Global HR Outsourcing Trends Handbook 2016	November 2016
Multi-Process Human Resources Outsourcing (MPHRO) – Service Provider Profile Compendium 2016	December 2016
The Impact of Technology on HR GICs – A Call to Action	January 2017
Technology in BPS – Service Provider Profile Compendium 2016	January 2017
Aon Goes Back to its Roots; the (Re-) Birth of an HR Outsourcing Specialist	March 2017
Payroll Outsourcing in Asia Pacific: Climbing Up the Maturity Ladder	March 2017
Long-Tail HR Operations: Key Challenges and How to Overcome Them	March 2017
Workday-Based Human Resources Business Process Services (HR BPS) – Service Provider Landscape with PEAK Matrix™ Assessment 2017	June 2017
Workday-Based Human Resources Business Process Services (HR BPS) Market Report 2017 – Opportunities Abound in Employee-Centric HR Services	June 2017
Multi-Country Payroll Outsourcing (MCPO) – Annual Report 2017	Q2 2017
Multi-Country Payroll Outsourcing (MCPO) – Service Provider Landscape with PEAK Matrix™ Assessment 2017	Q2 2017
Multi-Country Payroll Outsourcing (MCPO) – Service Provider Profile Compendium 2017	Q3 2017
Multi-Process Human Resources Outsourcing (MPHRO) – Service Provider Landscape with PEAK Matrix Assessment 2017	Q3 2017

Additional HRO research recommendations

The following documents are recommended for additional insight into the topic covered in this report. The recommended documents provide either additional details on the topic or complementary content that may be of interest:

1. **Workday-Based Human Resources Business Process Services (HR BPS) – Service Provider Landscape with PEAK Matrix™ Assessment 2017** ([EGR-2017-3-R-2209](#)); 2017. This report assesses the Workday-based HR BPS capabilities of different service providers and evaluates their positioning on the Everest Group PEAK Matrix. It provides insights on how 10 service providers are beefing up their capabilities and are differentiating themselves in the light of these shifts. These providers have been segmented into Leaders, Major Contenders, and Aspirants on the Everest Group PEAK Matrix. The report also includes remarks on service providers, highlighting their key strengths and development areas
2. **Global HR Outsourcing Trends Handbook 2016** ([EGR-2016-3-R-1996](#)); 2016. This report provides a comprehensive overview on the state of the HRO market - both single- and multi-process. The report also identifies key business drivers trends, and the evolving needs of the buyers in the market.
3. **Multi-Process Human Resources Outsourcing (MPHRO) – Service Provider Landscape with PEAK Matrix™ Assessment 2016** ([EGR-2016-3-R-1831](#)); 2016. This report assesses the MPHRO capabilities of different service providers and evaluates their positioning on the Everest Group PEAK Matrix. It provides insights on how 20 MPHRO service providers are beefing up their capabilities and are differentiating themselves in this market. These providers have been segmented into Leaders, Major Contenders, and Aspirants on the Everest Group PEAK Matrix. The report also includes remarks on service providers, highlighting their key strengths and development areas

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About Everest Group

Everest Group is a consulting and research firm focused on strategic IT, business services, and sourcing. We are trusted advisors to senior executives of leading enterprises, providers, and investors. Our firm helps clients improve operational and financial performance through a hands-on process that supports them in making well-informed decisions that deliver high-impact results and achieve sustained value. Our insight and guidance empowers clients to improve organizational efficiency, effectiveness, agility, and responsiveness. What sets Everest Group apart is the integration of deep sourcing knowledge, problem-solving skills and original research. Details and in-depth content are available at www.everestgrp.com.

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