Workday-Based Human Resources Business Process Services (HR BPS) PEAK Matrix™ Assessment with Service Provider Landscape 2019

Human Resource Outsourcing (HRO)

Market Report – June 2019: Complimentary Abstract / Table of Contents

Everest Group®
PEAK MATRIX™

Our research offerings for global services

► **Market Vista™**
Global services tracking across functions, sourcing models, locations, and service providers – industry tracking reports also available

► Application Services	► **Human Resources**
► BPS | Banking & Financial Services	► ITS | Banking & Financial Services
► BPS | Healthcare & Life Sciences	► ITS | Healthcare
► BPS | Insurance	► ITS | Insurance
► Catalyst™	► IT Services Executive Insights™
► Cloud & Infrastructure	► ITS | Life Sciences
► Customer Experience Management Services	► Locations Insider™
► Data & Analytics	► PricePoint™
► Digital Services	► Procurement
► Engineering Services	► Recruitment & Talent Acquisition
► Finance & Accounting	► Service Optimization Technologies

More about membership

In addition to a suite of published research, a membership may include

- Accelerators™
- Analyst access
- Data cuts
- Pinnacle Model™ reports
- PriceBook
- Virtual Roundtables
- Workshops

Custom research capabilities

- Benchmarking | Pricing, delivery model, skill portfolio
- Peer analysis | Scope, sourcing models, locations
- Locations | Cost, skills, sustainability, portfolio – plus a tracking tool
- Tracking services | Service providers, locations, risk
- Other | Market intelligence, service provider capabilities, technologies, contract assessment

Membership information

- This report is included in the following research program(s)
  – Human Resource Outsourcing (HRO) Services
- If you want to learn whether your organization has a membership agreement or request information on pricing and membership options, please contact us at info@everestgrp.com, unitedkingdom@everestgrp.com, or india@everestgrp.com

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Everest Group®
RESEARCH

Our research methodology is based on four pillars of strength to produce actionable and insightful research for the industry

- Market thought leadership
- Actionable and insightful research
- Syndicated and custom research deliverables

1 **Robust definitions and frameworks**
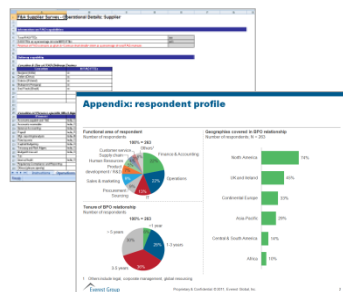(Function-specific pyramids, Total Value Equation, PEAK Matrix, and market maturity)
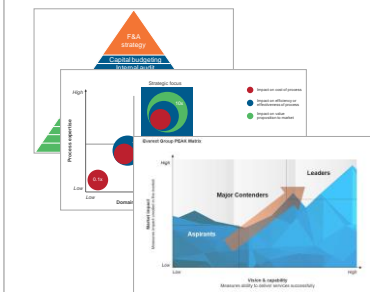
2 **Primary sources of information**
(Annual contractual and operational RFIs, service provider briefings and buyer interviews, and web-based surveys)

3 **Diverse set of market touchpoints**
(Ongoing interactions across key stakeholders, input from a mix of perspectives and interests, supports both data analysis and thought leadership)
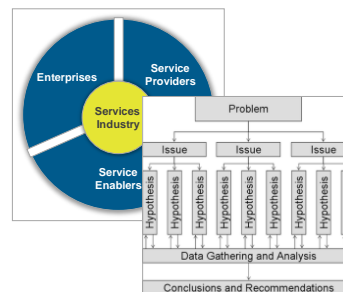
4 **Fact-based research**
(Data-driven analysis with expert perspectives, trend-analysis across market adoption, contracting, and service providers)
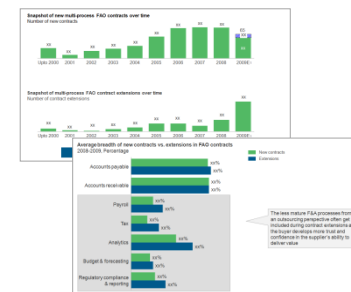
- Proprietary contractual database of 500+ Workday-based HR BPS contracts (updated annually)
- Year-round tracking of 10+ Workday-based HR BPO service providers
- Large repository of existing research in HRO
- Dedicated team for multiple areas within HRO research, spread over two continents
- Over 20 years' experience of advising clients on HRO-related decisions
- Executive-level relationships with buyers, service providers, technology providers, and industry associations

Everest Group HRO process map

Strategy

HR strategy
- Policies
- Procedures
- HR job roles
- Budgeting/forecasting
- Workforce planning
- M&As/divestitures
- Values and ethics
- HR strategy & planning
- People strategy
- Diversity & inclusion

Employee relations
- Strategy
- Performance / conflict resolution
- Union relations
- Employee assistance programs
- Communication
- Vendor management
- Exit administration

Regulatory and compliance
- Strategy
- Workforce diversity and anti-discrimination
- Government reporting
- Claims/audits
- Vendor management
- Data privacy

Value-added services

Global mobility
- Strategy and policy development
- Assignment package
- Pre-departure activities
- On-assignment activities
- Property services
- Moving services
- Policy exceptions
- Tax planning administration
- Vendor management
- Visas
- Repatriation

Performance & succession
- Strategy
- Career development
- Succession planning
- Employee engagement surveys
- Collation and analysis
- Vendor management

Learning
- Strategy
- Curriculum development
- Content design
- Content development
- Content management
- Registration management
- Scheduling
- Evaluation management
- Vendor management

Recruitment
- Strategy
- Sourcing
- Screening
- Applicant tracking
- Interview scheduling
- Candidate assessment
- Background checking
- Offer letter management
- Onboarding
- Vendor management

Compensation
- Strategy
- Job analysis/descriptions
- Job architecture
- Job pricing
- Salary increases
- Salary administration
- Salary review
- Bonuses/incentives/awards
- Stock options/purchase program
- Share plans
- Commissions/draws
- Compensation statement
- Vendor management

Rewards & Recognition
- R&R strategy
- Spend data analysis
- Catalogue design
- R&R management
- Nomination & approval cycle management
- Rewards fulfilment
- Branding of R&R program
- Day-to-day order management
- Billing & payments
- MIS support & reporting
- Vendor management

Operational services

Benefits
- Strategy
- Healthcare plans
- Defined benefit plans
- Defined contribution plans
- Workers' compensation
- Ancillary benefit administration
- Leave programs (e.g., LOA)
- Health and safety
- Vendor management
- Wellness plans

Payroll
- Strategy
- Payroll preparation (build to gross)
- Payroll calculation (gross to net)
- Payroll distribution
- Reconciliation
- Third-party payments
- Payroll tax reporting and filing
- Vendor management

Employee data management
- Employee data changes
- Status changes
- New hire processing
- Transfer processing
- Cost center assignments
- Time and attendance
- Travel and expense administration
- Unemployment administration
- Exit processing
- Vendor management

HR information systems

Employee contact center

Reporting and analytics

Everest Group® RESEARCH

This report is based on the below key sources of proprietary information

- Everest Group's proprietary database of **500+ Workday-based HR BPS deals**
- The database tracks the following elements of each Workday-based HR BPS deal:
  - Buyer details including industry, location, and signing region
  - Deal details including Total Contract Value (TCV) and Annual Contract Value (ACV), contract term, start date, buyer employees served, and primary pricing structure
  - Scope: Process coverage and geographic coverage (employees covered by each region)
  - Technology ownership and maintenance
  - Global sourcing

- Proprietary database of 10+ Workday-based HR BPS service providers
- The database tracks the following for each service provider:
  - Revenue and number of FTEs
  - Number of clients and buyer employees
  - Recent HRO-related developments
  - Revenue split by region
  - Location and size of delivery centers
  - Technology offerings within HRO

- **Service provider briefings**
  - Vision and strategy
  - Annual performance and future outlook
  - Key strengths and improvement areas
  - Emerging areas of investment

- **Buyer reference interviews, ongoing buyer surveys, and interactions**
  - Drivers and challenges for adopting workplace services
  - Assessment of service provider performance
  - Emerging priorities
  - Lessons learnt and best practices

Service providers assessed[1]

accenture   alight

Capgemini   CONDUENT

DXC.technology   HR Path. Your way to people success

IBM   NGA Human Resources

onesource VIRTUAL   WNS Extending Your Enterprise

1   Assessment for HR Path 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, ongoing coverage, the service provider's public disclosures, and interaction with buyers

Note: **The source of all content is Everest Group unless otherwise specified**

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

Overview and abbreviated summary of key messages

This report examines the dynamics of the Workday-based HR BPS market service provider landscape. It provides a deep-dive analysis of how the service providers shape up in terms of their market success and delivery capability. Based on the comprehensive Everest Group PEAK Matrix, 10 Workday-based HR BPS service providers are segmented into Leaders, Major Contenders, and Aspirants. Additionally, this report contains Everest Group's remarks on each service provider's strengths and areas of improvement.

Some of the findings in this report, among others, are:

Workday-based HR BPS PEAK Matrix 2019
- Everest Group classifies 10 Workday-based HR BPS service providers on the Everest Group PEAK Matrix into the three categories of Leaders, Major Contenders, and Aspirants
- Based on the 2019 Workday-based HR BPS PEAK Matrix, the segmentation of service providers is as follows (in alphabetical order within each category):
  - **Leaders:** Accenture and Alight Solutions
  - **Major Contenders:** Capgemini, Conduent, DXC Technology, IBM, NGA HR, and OneSource Virtual
  - **Aspirants:** HR Path and WNS
  - Based on the relative Year-on-Year (YOY) movement of service providers on the PEAK Matrix, Everest Group identified two service providers as the "2019 Workday-based HR BPS Market Star Performers" – Alight Solutions and NGA HR
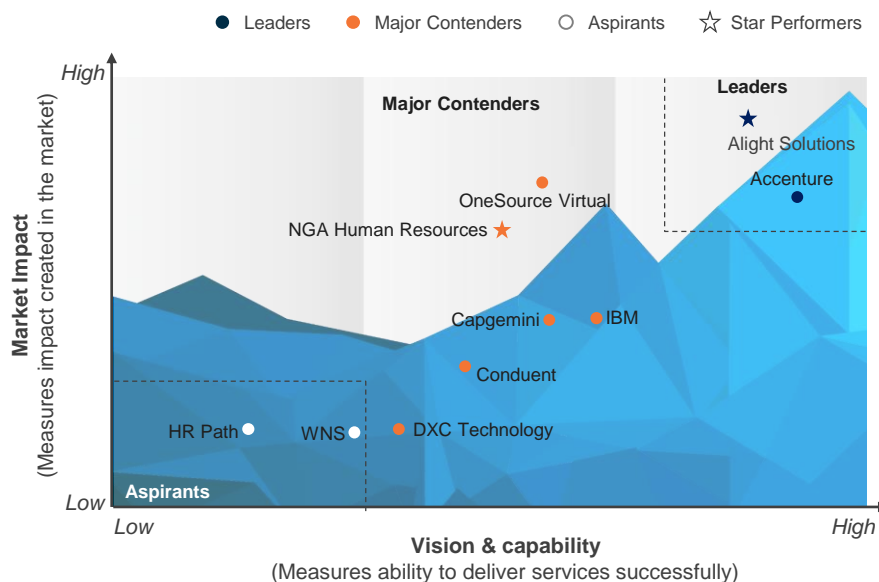
Workday-based HR BPS service provider commentary
- Everest Group delineates each of the 10 service provider's strengths and areas of improvement
- The in-depth commentary is intended to help service providers, enterprise buyers and other stakeholders to understand the current situation and possible future direction of the provider landscape

Everest Group®
RESEARCH

This study offers three distinct chapters providing a deep dive into key aspects of the Workday-based HR BPS market

Everest Group PEAK Matrix™ for Workday HR BPS

Everest Group Workday-Based Human Resources Business Process Services (HR BPS) PEAK Matrix™ Assessment 2019

● Leaders   ● Major Contenders   ○ Aspirants   ☆ Star Performers

Market Impact (Measures impact created in the market)

High

Major Contenders

Leaders
★ Alight Solutions
● Accenture

● OneSource Virtual
NGA Human Resources ★

● Capgemini   ● IBM
● Conduent

HR Path ○   ○ WNS   ● DXC Technology

Aspirants

Low

Low ———— **Vision & capability** (Measures ability to deliver services successfully) ———— *High*

Note: Service providers scored using Everest Group's proprietary scoring methodology defined in main report
Source: Everest Group (2019)

Capability assessment

Illustrative example

Measure of capability: ● High ◔ Low

Service provider	Market impact				Vision & capability				
	Market adoption	Portfolio mix	Value delivered	Overall	Scope of services offered	Innovation and investments	Delivery footprint	Vision and strategy	Overall
Service provider 1	◕	◕	◕	◕	◕	◕	◕	◑	◑
Service provider 2	◔	◕	◕	◕	◕	◕	◕	◑	◑
Service provider 3	◔	◕	◕	◕	●	◕	◕	◑	◑
Service provider 4	◕	◑	◕	◕	●	◕	◕	◕	◑
Service provider 5	◕	◕	◕	◕	◕	◕	◕	◑	◑
Service provider 6	◑	◕	◕	◑	◕	◕	◕	◕	◑
Service provider 7	◑	◕	◕	◑	◕	◕	●	◕	◑
Service provider 8	◔	◕	◕	◑	◕	◕	◕	◕	◑
Service provider 9	◔	◑	◕	◑	◕	◕	◕	◕	◑

Everest Group's remarks on service providers

Illustrative example

Measure of capability: ● High ◔ Low

Market impact				Vision & capability				
Market adoption	Portfolio mix	Value delivered	Overall	Scope of services offered	Innovation and investments	Delivery footprint	Vision and strategy	Overall
◕	◕	●	◕	●	◔	◕	◕	◕

Strengths
- Service Provider 1's strong capabilities across the consult-to-operate spectrum and its HR functional expertise across the hire-to-retire cycle, enables it to provide holistic HR transformation solutions to its clients
- By virtue of the high value of its deals, Service Provider 1 has raked in one of the highest revenues in the Workday-based HR BPS market

Areas of improvement
- Over the period of 2017-2018, Service Provider 1's growth in terms of buyer employees covered has declined. As its core market – primarily the large-market in North America & Europe – matures, Service Provider 1 should try to diversify its portfolio and develop tailored offerings for the mid-market (<15,000 buyer employees) to revive its growth

Everest Group® RESEARCH

Research calendar – Human Resources Outsourcing (HRO)

■ Published   ■ Planned   ⬚ Current release

Flagship HRO reports	Release date
Multi-Country Payroll Outsourcing (MCPO) – Service Provider Profile Compendium 2019	October 2018
Multi-Process Human Resources Outsourcing (MPHRO) – Service Provider Landscape with PEAK Matrix™ Assessment 2019	January 2019
Multi-Country Payroll Platform- Provider Landscape with PEAK Matrix™ Assessment 2019	January 2019
Multi-Process Human Resources Outsourcing (MPHRO) – Annual Report 2019	January 2019
Multi-Process Human Resources Outsourcing (MPHRO) – Service Provider Profile Compendium 2019	January 2019
Workday-based Human Resource Business Process Services (HR BPS) PEAK Matrix™ Assessment with Service Provider Landscape 2019	**June 2019**
Workday-based Human Resource Business Process Services (HR BPS) – Market Report 2019	Q3 2019
Workday-based Human Resource Business Process Services (HR BPS) – Service Provider Profile Compendium 2019	Q3 2019
Multi-Country Payroll Outsourcing (MCPO)– Service Provider Landscape with PEAK Matrix™ Assessment 2019	Q3 2019
Multi-Country Payroll Outsourcing (MCPO) – Annual Report 2019	Q3 2019

Thematic HRO reports	
Key Ingredients for a Successful Digital-First HR Transformation	October 2018
The Mid-Market HCM Landscape in Asia Pacific	April 2019
Achieving Employee Experience – a "How-to Guide" for Enterprises (part 1 of 3)	March 2019
Employee Engagement Suites – The Catalysts Driving Superior Employee Experience (part 2 of 3)	June 2019
Learning Function of the Future	Q3 2019
Startups Redefining Employee Experience (part 3 of 3)	Q3 2019

Note: For a list of all of our published HRO reports, please refer to our website page

Additional HRO research references

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

1. **Key Ingredients for a Digital-First HR Transformation** (EGR-2018-24-R-2830); 2018. The HR function is facing a wave of transformation. There is a need to move away from the traditional ways of managing workforce to a flexible, fluid, and integrated HR operating model. This report provides a comprehensive analysis of the key transformation levers for a successful digital-first HR transformation. It also highlights the advantages of the levers and their current adoption in HRO deals. The report mentions some HR specific use-cases for which the transformation levers can be effectively leveraged

2. **SuccessFactors-based Human Resources Business Process Services (HR BPS) – Service Provider Landscape with Services PEAK Matrix™ Assessment 2018** (EGR-2018-24-R-2675); 2018. This research provides comprehensive coverage of the 2017 SuccessFactors-based HR BPS market and analyzes it across various dimensions such as market overview, buyer adoption trends, solution trends, and service provider landscape. Based on the comprehensive Everest Group PEAK Matrix, each of the 11 service providers are segmented into Leaders, Major Contenders, and Aspirants. This report also contains Everest Group's remarks on each of the 11 service providers' strengths and areas of improvement

3. **Achieving Employee Experience – a "How-to Guide" for Enterprises (part 1 of 3)** (EGR-2019-24-R-3120); 2019. Using a five-step approach to adopt, expand, and scale employee experience projects, this guidebook taps various frameworks, such as Employee Experience Model (EEM), to empower enterprises to conceptualize where they want to go with enterprise employee experience, what capabilities they need to develop to get there, and the ideal path for their journey. It also evaluates winning strategies for building employee experience capabilities and generating greater impact.

For more information on this and other research published by Everest Group, please contact us:

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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 empower 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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