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Introduction
Introduction to the HfS Blueprint Report: Workday HCM Services 2018

» The 2018 HfS Workday Human Capital Management (HCM) Services Blueprint Report continues our theme of looking at the service sets for the planning, implementation, and management services of leading Software-As-a-Service (SaaS) platforms.

» The *HfS Blueprint: Workday HCM Services 2018* is the third iteration of this report. Workday service providers are strengthening their service offerings and their ability to support international deployments to remain competitive in this high-growth market.

» Workday has human capital management (HCM) and financial management (FM) modules, both of which were included in previous Workday services Blueprint reports. In this report, we focus exclusively on the Workday HCM market and corresponding service partner capabilities and vision. We analyzed the capabilities of 13 Workday service providers.

» Unlike other quadrants and matrices, the HfS Blueprint measures relevant differentials between service providers across various facets of innovation and execution.
The Digital OneOffice Framework is the end-state vision for transformation

The HfS OneOffice conceptual framework is the ultimate end-state for digital transformation in Workday Services. The eight ideals of the As-a-Service Economy offer a practical roadmap to OneOffice that unites operations and IT transformation.

![The HfS Digital OneOffice Framework](image-url)
There are eight As-a-Service ideals to enable the journey to OneOffice

» Realizing the OneOffice vision means changing the nature and focus of engagement among enterprise buyers, service providers, and advisors to be more agile, collaborative, and focused on shared outcomes.

» “As-a-service” unleashes people talent to drive new value through smarter combinations of talent and technology focused on business results beyond cost reduction.
Executive Summary
Workday Applications

Workday posted a total revenue of $2.1 billion for the fiscal year 2018, representing an increase of 36.1% from the fiscal year 2017. Subscription revenues were $1.8 billion, an increase of 38.5% from the previous year. Demand for both the HCM and FM applications continues to grow, from all sizes of enterprise as well as from those headquartered outside of North America, notably Europe and Asia Pacific. HfS has defined the services set for this Blueprint as built around all of the modules in the Workday Human Capital Management (HCM) suite. These include:


• Workday Payroll: This is available in the US, Canada, UK, and France. Enterprises typically look to Workday payroll partners, mostly ADP, for international plug-ins and connectors.

• Prism Analytics: Data Discovery, Data Preparation, Data Management

• Workday Student: Academic Foundation, Student Recruiting, Student Admissions, Curriculum Management, Student Records, Academic Advising, Financial Aid, Student Financials

• Workday Prism Analytics, Workday Planning, and Workday Learning: Several service partners are engaged as “early adopters” for initial implementations of these modules.

• Workday also offers Financial Management and Financial Performance Management modules but, in this report, we have not analyzed service partners’ capabilities to support these modules. This will be included in a follow-up report on this particular topic.

There are updates twice a year, when the tenant is taken down for four hours to load with new functionality. All customers are always on the latest version, which is currently Workday 30.
Workday Service Partners: HCM and FM

> **45 service partners:** Workday operates a closed partner ecosystem whereby it invites service providers to join. There are currently 45 service partners and this is likely to continue to grow to support additional modules, new geographies, and market segments.

> **Partner certifications:** Service partners are certified rather than individual consultants. If consultants leave the service provider, they lose their certification, unless they join another Workday service partner. Workday estimates that there has been a 34% increase in the number of certified consultants in the past 24 months. This refers to all Workday certifications for the HCM and FM products. This represents a total of more than 7,500 Workday certified consultants in the ecosystem.

> **Partner levels:** There are three levels of Workday service partners:

- **Advisory Partner:** Workday aligns this to their Discover services, which include HR transformation, product selection, and change management services. Examples include ISG, Oakland, and People Matters.

- **Services Partner:** Workday aligns this to their Deliver services, which include Workday application deployment services. The majority of service partners fall into this category. This includes global system integrators Accenture, Alight, Capgemini, Deloitte, IBM, Mercer, KPMG, PwC, and DXC Technology. Service partners also include Theater Partners; they focus on specific regions. For example, Collaborative Solutions, Sierra-Cedar, and Huron for North America, Everbe, Ataraxis and Cloudator for EMEA, and Abeam Consulting, HMRS Consulting and Theory of Mind in Asia Pacific (APAC) and Japan. They can span more than one region like Appirio, a Wipro company, which is a Theater partner for North America and EMEA.

- **AMS (Application Management Services) Partner:** This aligns with Workday’s Increase Value Services. Hexaware is an AMS partner.

- **Market Segment Partner:** These include Education and Government partners, which include Accenture, Deloitte, and IBM. This also includes medium enterprise partners, such as Mercer, Kainos, and Tieto.

- **Business Process Outsourcing (BPO) Partner:** This includes payroll outsourcing and benefits administration. Examples include NGA Human Resources.

> **Flexibility:** Partners are allowed to invest in any of the above areas. For example, service partners are allowed to deliver management services and AMS partners can deliver deployments. Indeed, many are investing in these additional services as they grow their Workday practices. All partners work closely with Workday to identify relevant opportunities and investments to best serve the market.
Workday Services: HCM and FM

» Workday Education: This includes Workday Pro, Learn In-Person, Learn Virtual, Learn Independent, and Learn On-Demand.

» Tools and resources: This includes the Touchpoint Kit, the Adoption Kit (videos on change management, checklists, etc.), the Next Level (informative webinars on features), and the Workday Community. Workday offers tools and services for partners to enable fast deployments along its customer life cycle of Discover, Deliver, and Increase Value. This includes tools, frameworks, and pre-configuration libraries. The Workday Community is an online resource for all customers to ask questions, share experiences, and find partners.

» Professional services: This includes Enablement Workshops, Office Hours, Jumpstart Services, Review and Recommend, and Deployment Services.

» Workday tools: Workday Methodologies:

  • Workday methodology for large enterprise: All service partners must follow the five stages of the Workday Methodology, which includes Plan, Architect, Configure and Prototype, and Test and Deploy.

  • Launch methodology for medium enterprise: Workday Launch is targeted at mid-sized enterprises of fewer than 3,400 employees. Clients are encouraged to buy the fixed fee packaged solution for fast deployments and predictable timelines. Launch includes tools that are tailored to mid-sized enterprises and based on real-life deployment experiences. Currently, service providers have only been certified for launch in North America, but Workday is launching this in EMEA in 2018. Workday acknowledges that standardization will not necessarily work for enterprises in the Education, Government, and Healthcare sectors, and options for these industries will follow at a later date.

» Enhancements: Workday service partners have opportunities to expand generic Workday tools to tailor to specific industry sectors.
Workday Services: HCM and FM (continued)

» **Delivery Assurance:** All partner-led engagements require Delivery Assurance, through which Workday provides specialized consulting resources at each major stage of the project to ensure that each step of the deployment methodology has been properly followed.

» **Partner Support Services:** Workday has a team of consultants that support all the partners in the ecosystem. It conducts knowledge-sharing calls with partners regularly and there is also a partner online forum. Workday encourages collaboration among all service partners.

» **Direct Services:** Workday offers direct services for complex deployments or for some clients who simply request a direct relationship with Workday. Workday has strong skills in product configurations, but service partners have more experience in delivering more strategic services.

» **Workday Cloud Platform:** Workday is also opening up its platform, planned for 2018, for developers to build extensions to the applications. A few service partners, including Accenture, are working with Workday to build applications to be available on this platform.
Workday HCM Selection

We spoke with more than 40 client references for this research. The top 5 reasons why they selected Workday HCM are:

1. It is easier to use Workday HCM than upgrade the current legacy solution or implement a legacy solution option.
2. Workday HCM functionality is the best match for the client’s requirements.
3. User Experience
4. Flexibility of the solution and also Workday itself as a partner
5. It is a forward-looking solution. One client said that “it’s the future.”
Workday HCM Modules: Current Deployment and Fastest Growth*

» The top 3 Workday HCM modules currently being deployed are:
   1. Core HCM
   2. Talent and Performance
   3. Payroll

» The top 3 fastest growing Workday HCM modules are:
   1. Recruiting
   2. Payroll: US and UK
   3. Learning

*Average statistics based on all answers of service providers in this Blueprint report
<table>
<thead>
<tr>
<th>PLAN</th>
<th>IMPLEMENT</th>
<th>MANAGE</th>
<th>OPTIMIZE</th>
</tr>
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<tbody>
<tr>
<td>• Business case development for SaaS deployment</td>
<td>• Project management</td>
<td>• Governance management</td>
<td>• New Workday module value identification and benefit analysis</td>
</tr>
<tr>
<td>• Cloud advisory services, including cloud readiness assessment</td>
<td>• Data migration</td>
<td>• Upgrade support</td>
<td>• On-going Workday module adds/upgrades, migrations, and consolidation</td>
</tr>
<tr>
<td>• Compliance, risk management, and security consulting</td>
<td>• Custom development services to comply with industry, geography, or other business requirements</td>
<td>• Workday help desk</td>
<td>• On-going HCM strategy and system alignment</td>
</tr>
<tr>
<td>• HCM strategy consulting</td>
<td>• Integration services</td>
<td>• On-going integration</td>
<td>• HCM analytics and measurement</td>
</tr>
<tr>
<td>• Workday strategy consulting, process design, and configuration support</td>
<td>• Extensions or tools of Workday to meet specific client needs</td>
<td>• On-going testing</td>
<td>• Medium to long-term Workday roadmap advisory services</td>
</tr>
<tr>
<td>• Technical change management consulting</td>
<td>• Testing</td>
<td>• On-going training</td>
<td>• On-going HCM strategy and system alignment</td>
</tr>
<tr>
<td>• Organizational change management consulting</td>
<td>• Initial user training</td>
<td>• On-going proactive advice sharing best practice</td>
<td>• HCM analytics and measurement</td>
</tr>
<tr>
<td>• Governance structure</td>
<td>• Technical change management execution</td>
<td>• On-going employee adoption support</td>
<td>• Medium to long-term Workday roadmap advisory services</td>
</tr>
<tr>
<td>• Medium to long-term Workday roadmap consulting services</td>
<td>• Organizational change management execution</td>
<td>• Periodic solution and service delivery reviews</td>
<td>• On-going HCM strategy and system alignment</td>
</tr>
<tr>
<td></td>
<td>• Proactive consulting and advisory services sharing best practice</td>
<td>• Identify any required changes in Workday or process to account for changing business requirements, e.g. M&amp;A, divestment, new investments in IT</td>
<td>• HCM analytics and measurement</td>
</tr>
</tbody>
</table>

| Project | Project | Run | Project/Run |
Workday HCM Services Value Chain Market

Approximate Split of Workday HCM Services Business by Value Chain Service*

- HfS estimates the Workday HCM services market to be worth approximately $1.9 billion in 2017, with an expected growth rate of 26.7% to 2018. HfS estimates this market to have a compound annual growth rate (CAGR) of 18.9% to 2022.

- Implementation services continue to dominate the Workday HCM services market, with enterprises focused on achieving fast deployments.

- Workday HCM management services, including optimization services, have experienced good growth in the past year as enterprises start to realize the importance of a robust post-deployment support plan.

Source: HfS Research, June 2018

• Average statistics based on all answers of service providers in this Blueprint report
Key Blueprint Highlights *

» The 13 service providers included in this report have a total of:
  • 6,228 Workday HCM certified consultants
  • 3,493 Workday HCM clients in total
  • 1,878 Workday HCM current clients

» 12** of the service providers have a total of:
  • 549 Workday HCM current consulting and implementation services clients
  • 1,230 Workday HCM current management and optimization services clients

» Service providers report an average of 26% growth of Workday HCM services in the last fiscal year. They expect an average growth of 25% for Workday HCM services in the next fiscal year.

» On average, approximately 70% of the Workday HCM services business is from North America. This is followed by the UK and Continental Europe, which represent approximately 13% of the participating service provider’s Workday HCM services business. Service providers expect to see the most growth in North America, the UK, Continental Europe, and APAC, particularly Australia, in the next year.

» The service providers report Workday HCM services business success across industry sectors. Many have strengthened services to support the US Healthcare and Education markets, as Workday itself has focused on these in the past year. However, service providers have also won Workday HCM services in their traditionally strong industry sectors, including Financial Services and Manufacturing.

» The most common pricing model is time and materials, followed by fixed price contracts.

• *Average statistics based on all answers of service providers in this Blueprint report
• ** 1 service provider did not share this data
Research Methodology
Research Methodology

» Data summary
Data was collected via RFIs with service providers, buyer reference checks, and briefings with leaders of Workday services practices within service providers. Sources include buyers, providers, and advisors or influencers of Workday HCM services.

» Service providers mentioned

This report is based on:

» Tales from the trenches: Interviews with buyers who have evaluated service providers and experienced their services. Some contacts were provided by service providers, and others were interviews conducted with participants in global market research studies.

» Sell-side executive briefings: Structured discussions with service providers regarding their vision, strategy, capability, and examples of innovation and execution.

» Publicly available information: Thought leadership, investor analyst materials, website information, presentations given by senior executives, industry events, etc.
<table>
<thead>
<tr>
<th>HfS Blueprint scoring: Workday Services</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Execution</strong></td>
</tr>
<tr>
<td>Breadth of Services</td>
</tr>
<tr>
<td>» Value Chain capabilities and experience</td>
</tr>
<tr>
<td>» Certifications</td>
</tr>
<tr>
<td>Geographic Footprint and Scale</td>
</tr>
<tr>
<td>» Ability to support multi-site projects</td>
</tr>
<tr>
<td>Market Experience</td>
</tr>
<tr>
<td>» Experience in market</td>
</tr>
<tr>
<td>Client Feedback</td>
</tr>
<tr>
<td>» Account Management</td>
</tr>
<tr>
<td>» Flexibility</td>
</tr>
<tr>
<td>» Strength and Availability of Resources</td>
</tr>
<tr>
<td>Experience Delivering Industry-Specific Services and Solutions</td>
</tr>
<tr>
<td>Overall execution</td>
</tr>
</tbody>
</table>

| **Innovation**                          | **100%** |
| Vision for and Investments in the Evolution of Workday HCM Services | 35% |
| » Investment in new services to meet emerging client demands | |
| Vision for and Investment in the Evolution of HR services | 15% |
| Vision for and understanding of cloud services | 15% |
| Investment in Proprietary Tools, Accelerators, and Solutions | 20% |
| » Current tools and investment plans to enhance the value of Workday HCM for clients | |
| Client Feedback                        | 15%      |
| » Best Practice Sharing                |         |
| » Long-Term View                       |         |
| Overall innovation                     | 100%     |
Service Provider Analysis
Guide to HfS Blueprint Grid

To distinguish service providers that show competitive differentiation across innovation and execution, HfS awards these providers the “HfS Winner’s Circle” designation.

<table>
<thead>
<tr>
<th>Category</th>
<th>Execution</th>
<th>Innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>HfS Winner’s Circle</strong></td>
<td>Collaborative relationships with clients, services executed with a combination of talent and technology as appropriate, and flexible arrangements</td>
<td>Articulate vision and a “new way of thinking,” have recognizable investments in future capabilities, strong client feedback, and are driving new insights and models</td>
</tr>
<tr>
<td><strong>High Performers</strong></td>
<td>Execute some of the following areas with excellence: worthwhile relationships with clients, services executed with “green lights,” and flexibility when meeting clients’ needs</td>
<td>Typically, describe a vision and plans to invest in future capabilities and partnerships for As-a-Service, and illustrate an ability to leverage digital technologies or develop new insights with clients</td>
</tr>
<tr>
<td><strong>High Potentials</strong></td>
<td>Early results and proof points from examples in new service areas or innovative service models, but lack scale, broad impact, and momentum in the capability under review</td>
<td>Well-plotted strategy and thought leadership, showcased use of newer technologies or roadmap, and talent development plans.</td>
</tr>
<tr>
<td><strong>Execution Powerhouses</strong></td>
<td>Evidence of operational excellence; however, still more of a directive engagement between a service provider and its clients</td>
<td>Less evident vision and investment in future-oriented capability, such as skills development, “intelligent operations,” or digital technologies</td>
</tr>
</tbody>
</table>
HfS Blueprint Grid: Workday HCM Services 2018

- **Investing in Innovation to Change**
  - **HIGH POTENTIALS**
  - **HIGH PERFORMERS**
  - NGA HR
  - Appirio
  - DXC
  - Hexaware

- **Excellent at Innovation and Execution**
  - PWC
  - KPMG
  - IBM
  - Mercer
  - Deloitte
  - Collaborative Solutions
  - Alight Solutions

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© 2018 HfS Research Ltd. Excerpt for Accenture
Accenture Winner's Circle

**Blueprint Leading Highlights**

- **Breadth of Services**
- **Market Experience**
- **Geographical Scale**
- **Industry-Specific Services and Solutions**
- **Vision for Workday Services**
- **Vision for HR**
- **Client Feedback:**
  - Overall Success of Engagement
  - Flexibility and Incorporating Client Feedback
  - Geographical Scale

**Other related cloud and security:**
- Pega
- Salesforce
- ServiceNow
- ADP/Nashco
- Defense Point Security (2016)
- Fusion X (2016)
- Maglan
- Redcore
- Arismore
- Warner Bros.
- WarnerMedia
- Instacart
- Rockwool
- Hitachi
- Ohio State University
- Velux
- Centegra Health System
- Hoffman Properties
- Rockwell The Rock
- InstaNet
- VF Corporation
- Warner Bros.

**Relevant Acquisitions/Partnerships**

<table>
<thead>
<tr>
<th>Acquisitions/Partnerships</th>
<th>Key Clients</th>
<th>Operations</th>
<th>Technology Tools and Platforms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accenture invests in many tools to assist clients to achieve business aligned Workday HCM deployments. As well as pre-built templates and integration tools, Accenture has tools that deliver Workday readiness checks, and advisory services on change management and organizational readiness. These help clients to achieve a successful Workday deployment, both technically and from an organization standpoint.</td>
<td>Accenture works with small to large enterprises, universities and governments, spanning geographies and industry sectors. This spans enterprises with 1,500 to 300,000+ employees. Geographic Coverage: North America, Europe, Asia Pacific Industry Coverage: Accenture works across industry but has a strong focus on Communications, Media and Technology, Products, Healthcare, Public Service, Higher Education and Financial Services</td>
<td>Accenture Year of Practice Established: 2007 (official partnership in 2008)</td>
<td>Accenture Strategic Readiness Check for Workday</td>
</tr>
<tr>
<td></td>
<td>Some publicly disclosed clients include: Cushman &amp; Wakefield, Roche, Lancaster General Health, Velux, Ohio State University Centegra Health System, Hitachi, Rockwell The Rock, InstaNet, VF Corporation, Warner Bros.</td>
<td>Number of Certified Workday Consultants: 1,172+</td>
<td>Accenture Payroll Parallel Reconciliation Tool</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of Workday Certifications: 3,356+</td>
<td>Accenture Payroll Knowledge Transfer Tracker</td>
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<tr>
<td></td>
<td></td>
<td>Total Number in Practice: 1,250+</td>
<td>Accenture Business Process Design Accelerator</td>
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<td></td>
<td></td>
<td>Number of Clients: 589+</td>
<td>Accenture Conversion Suite</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of Engagements Completed or Ongoing: 1,200+</td>
<td>Accenture Release Management Services Suite: release updates</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Key delivery locations for Workday practice:</td>
<td>Accenture Implementation Guide for Workday</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• North America: All major cities, including Atlanta, Chicago, NYC Toronto</td>
<td>Accenture Change Management Starter Kit and Adoption Dashboard</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Europe: All major countries, including France, the Netherlands, the UK</td>
<td>Accenture HCM Knowledge Transfer Tool</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Romania: Bucharest</td>
<td>AI Chatbot for Workday: automated Virtual Assistant by providing on-demand employee engagement</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Asia: Bangalore (India); Manila, Taguig (Philippines)</td>
<td>Robotic Process Automation for Workday: automate repetitive tasks for faster, efficient, and error-free work.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Australia: Sydney</td>
<td>Accenture_People: consulting methodology: to discover, describe, co-create, scale, and sustain solutions with Accenture clients.</td>
</tr>
</tbody>
</table>

**Business Focus Sometimes Lost:** Clients are often focused on achieving on-time and on-budget deployments. A few clients commended Accenture on delivering this, but then wished there had been more focus on business issues. Accenture is strategically focused on delivering business impact and assisting clients with business-aligned deployments. Clients should therefore consider Accenture to deliver a holistic Workday HCM deployment, but they should also be open to discussing business issues upfront and highlight them in SLA discussions.
Market Direction and Recommendations
Workday Services Market Direction

- **Platform expansion**: The Workday platform offering HCM and FM solutions will continue to grow in the next few years. Buyers are already interested in the joint offering and several service providers have joint solution platform sales experience. This global trend is likely to accelerate.

- **Geographical expansion**: Workday service opportunities will continue to grow in and outside of North America and Workday service partners are investing in talent across regions to support this growth. There continues to be opportunities in North America, the leading Workday services market. All the service providers in this report identified the UK and Continental Europe as target growth markets for the coming year, and a few also highlighted business opportunities in APAC. Service providers have plans to hire local talent, partner for access to skills, or even consider regional acquisitions. Opportunities outside of North America are mixed, from multi-site implementations of all HCM modules to specific module deployments. Service providers are seeing some traction in the UK payroll but less in the France payroll. The challenge is, therefore, to find good talent with experience across the Workday product range.

- **SME focus**: Workday’s Launch methodology release will increase interest and sales of HCM and FM among medium-sized enterprise clients. Many of the service providers in this research are looking to the mid-market enterprise segment for additional growth opportunities. Once Launch becomes available in the UK and Europe, it should provide important opportunities for service providers as many enterprises are of this size in this region.

- **Application management services (AMS) portfolio development**: AMS is a fast-growth market. Service partners are strengthening or creating AMS capabilities to meet the growing demand. Many buyers ignored this during their first deployments but are now realizing the importance of a solid post deployment support strategy that dynamically stays abreast of all product updates and tweaks. As it is an ongoing strategic alignment project, many enterprises will struggle to achieve this in-house, so there are opportunities for service providers to grow this business in all geographies.

- **Continued innovations in tools and solutions**: Workday service partners will continue to invest in innovative tools and technologies using AI, machine learning, and analytics to add value and create differentiation. This is important as Workday drives standardization among partners which makes it difficult for buyers to distinguish between them.
Workday HCM Service Provider Recommendations

1. **Present holistic HR knowledge**: Demonstrate HR process understanding. Clients often select Workday as part of an enterprise HR transformation initiative. Service providers who demonstrate a clear and deep understanding of the HR process and function are at an advantage. For example, understanding the hire-to-retire process for specific industry sectors is a clear differentiator in this market.

2. **Communicate importance of post go-live support**: Explain to clients the importance of post-deployment support. This should be done in two ways:
   1. Education services that explain the implications of regular product updates as well as the resources and skills required for adequate post-deployment support. Buyers may insist on performing post-deployment support services in-house, but service providers have a duty to ensure that their clients are fully prepared to do this effectively.
   2. Market Workday HCM management services investments and capabilities to current and prospective buyers. While Hexaware is an official Workday AMS partner, most of the service providers in this report are building or strengthening their management services capabilities. Service providers must market their capabilities clearly so as to take advantage of this high-growth market.

3. **Hire local**: Hire, partner for, or even acquire local talent to be able to provide important local touchpoints. While Workday HCM deployments tend to be managed from a central headquarter site, there is sometimes a need to deploy consultants to other sites for local tweaks. As the Workday services market expands across the UK, Europe and APAC in particular, service providers will need to be able to deploy talent to country sites.

4. **Provide client connect programs**: Connect Workday clients to share best practice and experiences. The market is still in growth and each service provider does not necessarily have extensive experience in a particular market segment, be that an industry sector, geographical scope of project, or specific HR transformation journey. That said, clients still appreciate speaking with any other client that is deploying Workday HCM. Clients praise service providers who endeavor to provide this value add.

5. **Be flexible but not too flexible**: Balance flexibility with reality. Clients typically do not understand the implications of all decisions taken in the Workday deployment services phase. They appreciate a service provider who pushes back on requests if it knows that it may cause problems later on; for example, if it makes post-deployment support efforts more complicated.
Workday HCM Service Provider Selection

The main reasons the client references selected their service provider were:

- A previous or current relationship
- Workday recommendation
- Deep bench strength and technical skills
- Breadth of service offerings
- Cultural fit
- Understanding the client’s industry sector specifics
- Positive reference calls
- Global deployment experience
- Service provider internal Workday HCM deployment
Workday HCM Service Buyer Recommendations

1. **Select a service provider based on commitment:** Select a service provider that demonstrates commitment and dedication to winning your Workday HCM services business. There may not be many best practice scenarios available in the market in your industry sector or that reflect your niche HR processes. A service provider who is committed to working with you will continue to make the effort to learn your specific business issues and requirements and is more likely to form a successful engagement.

2. **Ask for the A team:** Meet and interview the proposed team for your project and ensure that each team member can deliver value to the deployment. Do not necessarily dismiss any junior consultant who is learning on the job, but ensure that the service provider charges for their time and skills accordingly. Ask about the number of Workday HCM certifications that the team possesses and their likelihood to be able to travel to any of your sites where you may need them. Also scrutinize first-hand experience. Service providers can cross-train many consultants in Workday HCM modules in-house but this does not mean that they have all touched the product. Most importantly, ensure that your main point of contact, be that the project manager, engagement manager or relationship manager, adopts a holistic view across all module deployments and can communicate a more business oriented, long-term view of the deployment and post-deployment support services requirements. Several client references told us that without this person their deployment would not have been successful. Finally, do not hesitate to request any team member to be swapped out if they are inadequate.

3. **Understand what you’re getting into:** In Phase 1 and even sometimes in Phase X deployments, clients do not truly understand the deployment process, all issues that need to be considered and long-term support requirements. Demand that your service provider clearly presents the main steps of the deployment and all the important technical and business issues you must address for success. The service provider has done this many times, and it is in a perfect position to communicate this to you. However, it is unlikely to do so unless you request it.

4. **Prioritize change management:** Do not forget technical and especially organizational change management concerns. If you choose to do this in-house, ask your service provider for guidelines and check lists so that you have a comprehensive program. Alternatively, explore the service provider’s offerings in this space.

5. **Slow down!** Focus less on achieving extremely fast deployments with service level agreements (SLA) that concentrate purely on being on time and on budget. Instead, take the time to consider the Workday HCM module deployments in the wider context of your HR strategy, making sure important concerns such as security and privacy aren’t ignored—getting help from a consulting firm if needed. Also, make sure you understand the skills you need for post deployment management, and whether it makes sense to do it in-house or with an outsourcing/managed services partner.
About the authors and HfS
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Overview
Khalda manages the SaaS Services and Cyber Security Services research for HfS. This includes tracking consulting, implementation and management services for Cyber Security and several specific SaaS services areas, including Workday, SuccessFactors, Salesforce, and Microsoft-on-Demand. Khalda tracks how service providers are developing their SaaS services and Cyber Security services strategies as well as enterprise clients’ requirements and needs in these markets.

Khalda joined HfS Research in October 2014. Prior to HfS, Khalda was a senior level IT services research analyst at Gartner for nearly 20 years. In that time, she managed the European research for several areas including network and IT security and business applications. Khalda has led key research deliverables such as Magic Quadrants for both Europe and global markets at Gartner.

Khalda has extensive experience in providing strategic advice to both IT services providers and customer organizations globally. For providers this includes, but is not limited to, channel strategies, product positioning, competitive intelligence, market trends, and forecast analysis. For customers, Khalda has provided insightful guidance on sourcing and vendor selection strategies.

Khalda has a BSc. from Aston University in International Business and French. She lives in the UK with her husband and three children.
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