

The Forrester Wave™: SaaS HR Management Systems, Q4 2014

by Paul D. Hamerman, October 1, 2014

KEY TAKEAWAYS

SaaS HRMS Is Growing Rapidly As A Migration Path From On-Premises Systems

The SaaS HRMS market is growing as more HR and applications delivery professionals recognize the need to move to more agile and engaging HR systems. SaaS has been accepted in HR as the deployment model of choice, and vendors leverage SaaS to deliver more rapid innovation in processes and user experiences.

Usability, Global, And Talent Are Key Differentiators In The SaaS HRMS Market

As workforces become more global and virtual, companies need employee-centric systems that deliver engaging user experiences. In addition, SaaS HRMS buyers increasingly look for a seamless architecture that includes best-in-class recruiting and talent functions to align with strategic business and customer-facing imperatives.

SaaS HRMS Solution Choices Continue To Improve And Evolve

Forrester's research revealed a market in which Workday, SuccessFactors, Ultimate Software, and ADP lead the pack, and Oracle, Meta4, Ceridian, and FinancialForce provide competitive options. Buyers can choose the SaaS HRMS solution that matches the characteristics of their workforce and their business process requirements.

Access The Wave Model For Deeper Insight

Use the detailed Forrester Wave model to view every piece of data used to score participating vendors and create a custom vendor shortlist. Access the report online and download the Excel tool using the link in the right-hand column under "Tools & Templates." Alter Forrester's weightings to tailor the Forrester Wave model to your specifications.



The Forrester Wave™: SaaS HR Management Systems, Q4 2014

The Eight SaaS HRMS Providers That Matter Most And How They Stack Up

by [Paul D. Hamerman](#)
with [Chris Andrews](#) and Victoria Boutan

WHY READ THIS REPORT

In Forrester's 60 criteria evaluation of SaaS HR management systems (HRMS) vendors, we identified the eight most significant software providers serving medium to large companies — ADP, Ceridian, FinancialForce.com, Meta4, Oracle, SAP SuccessFactors, Ultimate Software, and Workday — in the category and researched, analyzed, and scored them. This report details our findings about how well each vendor fulfills our criteria and where they stand in relation to each other to help application development and delivery (AD&D) professionals and their HR business partners select the right SaaS vendor for their human resources management needs.

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Forrester conducted seven vendor product and strategy evaluations in July 2014 and surveyed 21 reference customers as part of this evaluation.

Related Research Documents

[Embrace Future Trends To Deliver HRM Business Impact](#)
July 15, 2014

[TechRadar™: Customer-Centric HRM Technology, Q2 2014](#)
April 15, 2014

[The Forrester Wave™: Learning And Talent Development, Q1 2013](#)
March 12, 2013



SAAS HR MANAGEMENT SYSTEMS DRIVE EFFICIENCY AND BUSINESS SUCCESS

The decisive shift of the HRMS market from licensed, on-premises software to SaaS affords companies the opportunity to advance their HR processes with new levels of flexibility, usability, and insight rather than being constrained by customization, technical complexity, and deferred software upgrades. Typically, comprehensive SaaS HRMS not only manages transactional efficiency and compliance needs, but also enables a company to boost employee engagement and align performance and talent development with the needs of business.

HR Systems Evolve From Records To Employee Engagement And Customer Value

The solutions footprint of the modern SaaS HRMS has moved well beyond transactional functions like employee records, benefits, and payroll to encompass workforce management, compensation, recruiting and candidate engagement, learning, performance, and talent development (see Figure 1). Although some best-of-breed solutions persist in most HR applications portfolios (e.g., learning, workforce management), companies increasingly expect the HRMS vendor to provide a system of engagement on top of the transactional system of record. The system of engagement delivered by leading SaaS HRMS vendors includes an extensive set of employee interactions that encompass modern user experiences common in customer interactions, leveraging mobile simplicity and social collaboration.

Whereas the SaaS HRMS is expected to deliver strong compliance and efficiency benefits, it must also enable the business to grow and evolve to meet the changing needs of its customers. The system should allow companies to strive for higher value propositions, such as:

- **Optimizing labor based on customer-driven requirements.** In companies deploying significant numbers of hourly workers, such as retail, hospitality, healthcare, and manufacturing, workforce management raises the HRMS value proposition. For example, Ceridian's Dayforce HCM provides optimized scheduling to enable businesses like retailers to enhance customer service at peak times while controlling costs when fewer workers are needed.
- **Boosting employee loyalty with digital experiences and engagement programs.** By taking employee engagement into the digital realm with customer-grade social and mobile experiences, companies send the important message that employees matter. Most SaaS HRMS vendors are investing in their user experiences — ADP, for example, is introducing an innovative facelift in late 2014. A future opportunity for SaaS HRMS vendors is the integration of employee engagement assessment and improvement programs to create more engaged employees who value their role and work, which contributes to a positive attitude toward customers.¹
- **Accelerating the talent pipeline with candidate relationship management.** With the advancement of social networking, search, and mobile, the Web drives the jobseeker experience. To find the best candidates, recruitment marketing identifies passive candidates with high

potential who may not be actively looking for jobs and engages them in the talent pool. As companies grow and change in response to customer-driven requirements, attracting the best talent drives business flexibility and competitive advantage. Several of the vendors in this evaluation, including SuccessFactors, Ultimate Software, and Workday, have stepped up their games in candidate engagement and talent sourcing.

■ **Measuring performance continuously to support business and customer initiatives.**

Although employee performance appraisal functionality is typically found in SaaS HRMS offerings, the process often mimics the old paradigm of a periodic review on a paper form, which is based on skills rather than results. Forrester believes this business process will evolve rapidly to a new paradigm where performance is continually measured against goals and business outcomes that drive growth and customer success. SaaS HRMS systems are not yet fully up-to-speed on continuous and results-driven performance, but may embrace this within the next few years as customer demand materializes.²

Figure 1 HR Management Systems Functional Footprint

HRM core functions	Workforce management	Compensation and rewards	Recruitment and hiring	Talent management	Learning and development
<ul style="list-style-type: none"> • Employee records • Payroll • Benefits administration and enrollment • Salary and wage structures • Jobs and positions • Employee engagement • Compliance • Organizational structures 	<ul style="list-style-type: none"> • Time reporting • Attendance • Paid time off • Absence management • Workforce scheduling and assignments • Productivity analysis • Labor cost distribution 	<ul style="list-style-type: none"> • Base salary administration • Bonus programs • Commissions • Stock and long-term incentives • Employee recognition • Wellness • Retirement and savings • Market pricing and equity 	<ul style="list-style-type: none"> • Workforce planning • Requisitions • Sourcing and social recruiting • Candidate engagement • Talent pools • Applicant evaluation • Diversity and compliance • Onboarding 	<ul style="list-style-type: none"> • Employee performance • Goal management • Career planning • Competency management • Succession planning • Talent review • Retention management 	<ul style="list-style-type: none"> • Leadership development • Learning course administration • Content management • Mobile learning • Mentoring • Collaboration • Social and informal learning • Professional certification
Human resource management (HRM) master data, reporting, and analytics					

SaaS HRMS Replaces Traditional On-Premises Systems

Forrester's Forrsights Software Survey, Q4 2013 indicates that 19% of enterprise companies (defined as having 1,000 or more employees) are investing in upgrading and expanding existing HRM deployments. An additional 12% plan new deployments within the next year, and 9% plan to implement HRM solutions in a year or more.³ In assessing these adoption trends over a period of years, we find that 1) SaaS is becoming the default deployment model for HRMS, as it already has for learning and talent solutions; 2) the increasing rate of new deployments indicates that older on-premises HR systems are being replaced by newer SaaS products as the older systems become more customized and difficult to maintain; and 3) investment in software upgrades is declining as on-premises systems are replaced with SaaS systems that, by definition, are perpetually kept up-to-date.

As SaaS continues to gain momentum as the preferred deployment model for HR management systems, several changes are happening in the vendor landscape:

- **Traditionally on-premises HRMS vendors are moving to SaaS-only.** Meta4, one of the vendors featured in this Forrester Wave evaluation, has changed its business model from traditional licensed, on-premises delivery to exclusively SaaS, and made the architectural changes necessary to support multitenancy and frequent updates. Oracle has offered its Fusion HCM solution via various deployment options, but now sees virtually all of its traction coming as a cloud offering. SAP has placed the lion's share of its HRMS development efforts behind the SaaS-only SuccessFactors Employee Central solution versus its ERP-based HCM offering.
- **SaaS HRMS vendors are seeing high growth rates.** Workday continues to grow its revenues at more than 70% annually, even as it moves toward a run rate of \$800 million for the current fiscal year. Ceridian is experiencing accelerated growth in its SaaS Dayforce HCM offering, as is SuccessFactors with Employee Central and ADP with Vantage HCM.
- **SaaS HRMS offerings are becoming more comprehensive.** Within the past year, Ceridian, Ultimate Software, and Workday introduced new recruiting solutions as part of their SaaS HRMS offerings. In addition, all of the evaluated vendors now offer at least basic time capture capabilities, if not full-blown time and attendance solutions. Talent management continues to evolve and gain sophistication as well in SaaS HRMS solutions, as customers look to eliminate some of the best-of-breed components from their portfolios.

While thousands of companies still run licensed, on-premises (or hosted) HRMSes from Infor (e.g., Lawson), Oracle (e.g., E-Business Suite, J.D. Edwards, PeopleSoft), SAP (e.g., SAP ERP HCM), etc., many of these systems will be replaced with SaaS HRMS systems within the next five years. Based on our survey-based research and conversations with many user clients and vendors, we find that SaaS HRMS offers higher levels of flexibility, faster speed of implementation, and a more sustainable updating model than traditional HRMS software.

SAAS HR MANAGEMENT SYSTEMS EVALUATION OVERVIEW

To assess the state of the SaaS HR management systems market and see how the vendors stack up against each other, Forrester evaluated the strengths and weaknesses of eight top vendors.

Evaluation Criteria Array Current Capabilities Against Vision And Strategy

After examining past research, discussing HR systems needs with numerous Forrester user clients, attending industry conferences, and conducting strategic advisory days with top HR software vendors, we developed a comprehensive set of evaluation criteria. We evaluated vendors against 60 criteria, which we grouped into three high-level buckets:

- **Current offering.** Our current offering assessment evaluated the completeness of business process functionality across the full breadth of human resource processes. This reflects our observation that companies seek to move away from a hodgepodge of best-of-breed HR solutions to a more integrated platform. Our criteria encompass the core transactional areas of employee records and position management, benefits administration, compensation, payroll, and time and attendance. Our evaluation criteria also encompass strategic functions from recruiting and onboarding to employee engagement, performance, and talent management. We also evaluated technology architecture characteristics such as usability, flexibility, integration, information delivery, and SaaS multitenancy. Finally, we assessed customer experience characteristics, including a survey of several customer references provided by each vendor.
- **Strategy.** Our assessment of the vendors' strategies factored in their business vision, product road maps, market positioning (e.g., industries, geographies, and company size), technology strategies, time-to-value, pricing strategies, research and development investment, and strategic alliances.
- **Market presence.** Our assessment of market presence factored in financial considerations (e.g., size, growth, and cash flow), the installed base of customers (including the aggregate number of employee lives managed), and the number of sales offices and implementation resources at each vendor. The market presence data determines the size of the circle on the Forrester Wave graphic, but does not impact the vendors' final rankings or position on the graphic.

We invited nine vendors to participate in this Forrester Wave evaluation. Oracle chose not to participate in our evaluation process and is included in the Forrester Wave as a non-participant based upon its market presence.⁴ Infor was also invited, but it was mutually determined not to be a good fit for this evaluation based on the still emerging market readiness of its SaaS HRMS offering.

Evaluated Vendors Serve The Needs Of Complex, Multinational Organizations

Forrester included eight vendors in the assessment: ADP, Ceridian, FinancialForce, Meta4, Oracle, SuccessFactors, Ultimate Software, and Workday. Each of these vendors (see Figure 2):

- **Offers comprehensive HR process functionality.** Although no single vendor offers a totally complete end-to-end SaaS HRMS on a single platform, each vendor included in this evaluation has a core HR transactional system for managing employee records and compensation structures, as well as a system of engagement that directly touches employees and line managers. Most of the vendors go well beyond this minimum footprint with recruiting, talent management, payroll, time, and benefits.
- **Goes to market primarily as a SaaS vendor.** Forrester only evaluated vendors that deliver their HRMS capabilities primarily via SaaS. Vendors were selected based on their ability to provide a continuous updating model and a multitenant architecture, keeping customers on the latest version of the HRMS software.
- **Typically serves customers with more than 1,000 employees.** Although several of the vendors serve smaller customers with the evaluated solutions, we selected vendors that have the technical scale and functional capabilities to serve complex organizations, which typically have more than 1,000 employees.
- **Has at least 100 customers under contract.** All of the vendors included in this evaluation have at least 100 customers under contract on the evaluated SaaS HRMS solution, of which a substantial number are live and referenceable.

Figure 2 Evaluated Vendors: Product Information And Selection Criteria

Vendor	Product	Release number	Date
Workday	Workday Human Capital Management	Workday 23	August 2014
Ceridian	Dayforce HCM 6.44	6.44	August 2014
ADP	ADP Vantage HCM	2.04	August 2014
Ultimate	UltiPro	10.8	August 2014
FinancialForce	FinancialForce HCM	14.1	August 2014
Meta4	Meta4	8.2	September 2014
SuccessFactors:	SuccessFactors Workforce Analytics	1408	August 2014
	SuccessFactors Workforce Planning	1408	August 2014
	SuccessFactors Performance & Goals	1408	August 2014
	SuccessFactors Recruiting	1408	August 2014
	SuccessFactors Onboarding	1408	August 2014
	SuccessFactors Learning	1408	August 2014
	SuccessFactors Compensation	1408	August 2014
	SuccessFactors Succession & Development	1408	August 2014
	SuccessFactors Employee Central (EC)	1408	August 2014
	SuccessFactors Employee Central (EC) Payroll	1408	August 2014
	SAP Jam	1408	August 2014

Vendor selection criteria

The solution provides comprehensive HR process functionality, from core HR/payroll to recruiting and talent management.

Each vendor goes to market primarily or exclusively as a SaaS vendor.

The solution typically serves customers with more than 1,000 employees.

Each vendor has at least 100 customers under contract.

Source: Forrester Research, Inc.

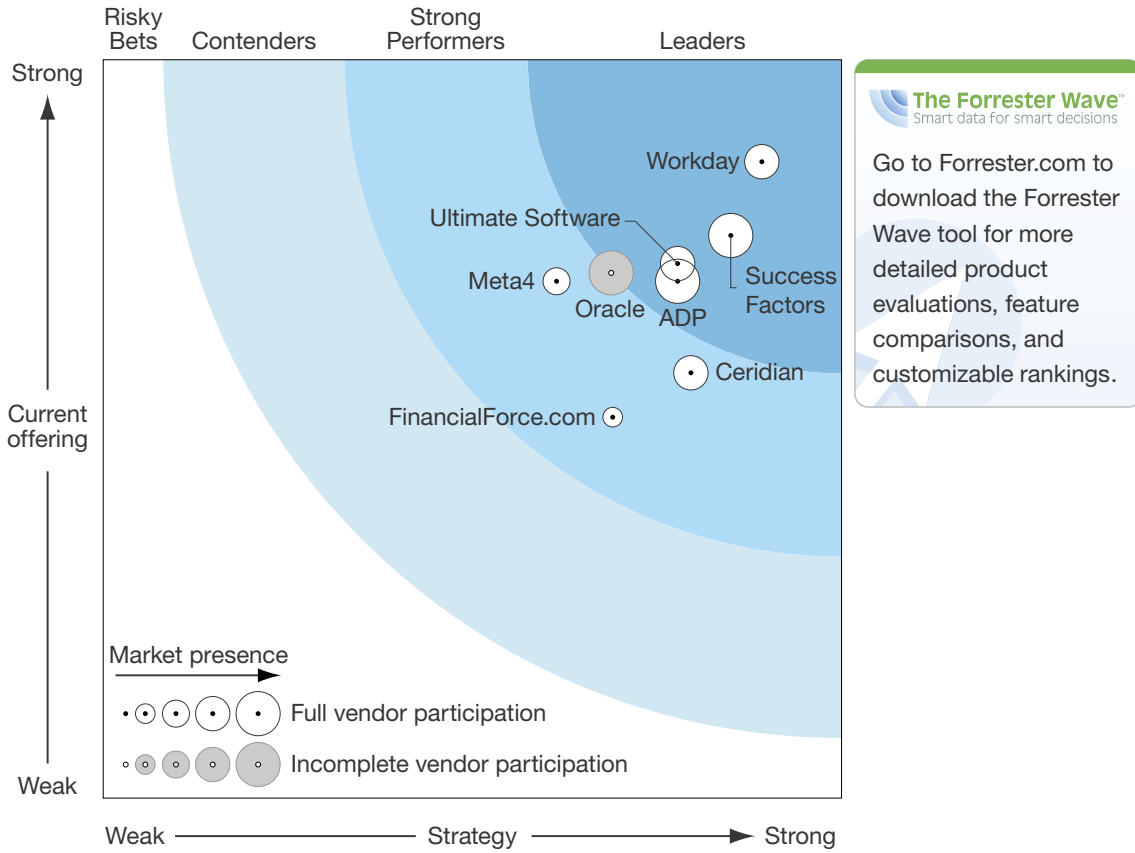
SaaS HRMS Is Enterprise-Ready Now And Improving Rapidly

The ability of the leading vendors in this Forrester Wave evaluation to serve large global enterprises is a testament to the maturity of the software category and to the confidence leading companies now place in the SaaS model for managing employee data and talent. Companies with less international focus can also find deep functional and compliance expertise for transactional execution. The evaluation revealed a market in which (see Figure 3):

- **Workday, SuccessFactors, Ultimate Software, and ADP lead the pack.** Workday emerges once again as a leading choice for large organizations looking to migrate from aging on-premises HR systems to SaaS. SuccessFactors, an SAP company, now offers a solid system of record, Employee Central, to complement its leading talent and learning capabilities.⁵ Ultimate Software is a leader in this Forrester Wave based on its mature depth in HR transaction management and payroll, as well as innovative new offerings in recruiting and onboarding. ADP achieved leader status with its Vantage HCM product line based upon its functional breadth from compliance to talent and its commitment to innovation in user experience and business intelligence.
- **Oracle, Meta4, Ceridian, and FinancialForce offer competitive options.** Oracle, a perennial leader in the on-premises HRMS world, has invested heavily in its Oracle HCM Cloud offering, which is seeing improved customer traction after struggling out of the gate. Meta4 has migrated its business model and software capabilities to SaaS, and offers a mature set of transactional and talent capabilities. Ceridian Dayforce HCM is rapidly gaining market traction with an innovative and seamless SaaS offering that is strong in transactional execution and compliance. FinancialForce.com, via a recent acquisition, now offers a customer-centric HR solution that is natively built on the salesforce.com development platform, Force.com.

This evaluation of the SaaS HRMS market is intended to be a starting point only. We encourage clients to view detailed product evaluations and adapt criteria weightings to fit their individual needs through the Forrester Wave Excel-based vendor comparison tool.

Figure 3 Forrester Wave™: SaaS HR Management Systems Q4 '14



The Forrester Wave™
 Smart data for smart decisions

Go to Forrester.com to download the Forrester Wave tool for more detailed product evaluations, feature comparisons, and customizable rankings.

Source: Forrester Research, Inc. Unauthorized reproduction or distribution prohibited.

Figure 3 Forrester Wave™: SaaS HR Management Systems Q4 '14 (Cont.)

	Forrester's Weighting	ADP	Ceridian	FinancialForce.com	Meta4	SuccessFactors	Ultimate Software	Workday
CURRENT OFFERING	50%	3.50	2.88	2.58	3.50	3.81	3.62	4.31
Recruiting	8%	3.00	3.00	2.50	2.00	5.00	3.50	4.25
Core human resource management	15%	3.20	2.60	2.60	3.80	4.60	3.20	5.00
Compensation	8%	4.60	1.80	3.40	4.60	4.60	3.00	5.00
Benefits	8%	3.20	3.40	2.60	2.60	2.40	3.90	4.00
Payroll	8%	4.65	4.30	0.65	4.70	3.40	3.85	3.70
Time and attendance	8%	3.60	5.00	2.20	4.20	1.00	3.60	3.00
Talent management	8%	4.60	0.20	2.20	3.80	5.00	4.20	3.80
Employee engagement	12%	1.90	2.10	2.10	3.40	4.00	2.65	3.70
Technology	15%	3.75	3.25	3.25	2.75	3.75	3.75	4.75
SaaS	2%	5.00	4.00	4.00	5.00	3.00	5.00	5.00
Customer experience	8%	3.00	3.20	3.60	4.40	3.80	5.00	5.00
STRATEGY	50%	3.89	3.98	3.45	3.07	4.25	3.89	4.46
Product strategy and vision	85%	3.90	4.10	3.50	3.15	4.30	3.90	4.50
Cost and value	10%	3.20	4.40	4.20	3.40	3.40	4.20	3.80
Strategic alliances	5%	5.00	1.00	1.00	1.00	5.00	3.00	5.00
MARKET PRESENCE	0%	4.55	3.97	1.85	2.59	4.14	3.33	3.26
Financial viability	30%	4.70	4.00	2.50	3.20	4.40	3.00	3.90
Installed base	40%	4.10	4.10	1.80	2.20	3.30	4.00	2.60
Employees and offices	30%	5.00	3.75	1.25	2.50	5.00	2.75	3.50

All scores are based on a scale of 0 (weak) to 5 (strong).

Source: Forrester Research, Inc.

VENDOR PROFILES

Leaders Exhibit Functional Breadth And Advanced Capabilities

- **Workday.** Workday is seeing strong traction among large enterprise accounts as the leading SaaS replacement for traditional on-premises HR systems. Workday's depth and breadth of core HR functionality is complemented by good talent management and recruitment capabilities. Its advanced technical capabilities for configuration, integration, and real-time analytics make it a good choice for complex organizations interested in rapid time-to-value and flexibility for HR process transformation. Workday supports several large global enterprises and has a growing presence among companies based outside North America.
- **SuccessFactors.** Following its 2012 acquisition by SAP, SuccessFactors accelerated its road map to build out Employee Central as a core HR SaaS solution to complement its leading talent management functionality. These efforts have paid off as SuccessFactors now has a full comprehensive SaaS HRMS offering that combines engaging user experiences, a global system of record, deep talent management functionality, and a multinational payroll engine. SuccessFactors Employee Central is a good choice for multinational organizations, particularly those that are already using SuccessFactors' talent solutions, as well as customers within the vast SAP HCM installed base that are looking to migrate to the cloud.
- **Ultimate Software.** With more than 2,500 customers and 17 million lives managed in its UltiPro solution, Ultimate Software is a well-established and financially viable SaaS HRMS vendor. Ultimate has a well-rounded solution with depth in core HR and payroll functions, as well as good talent management functionality and innovative new recruitment and onboarding offerings. Ultimate has made significant strides recently in improving its user experience and multinational HR capabilities, and has a differentiated people-centric vision. Ultipro is a good choice for companies of various sizes seeking a comprehensive HR management solution with payroll (US or Canada) as a key requirement.
- **ADP.** Well-known for its trusted payroll outsourcing and compliance services, ADP is committed to remaking its image as a technically advanced, SaaS HR solution vendor. ADP Vantage HCM consists of a broad set of components that range from payroll and core HR management, to recruitment, benefits, compensation, time and attendance, learning, and talent management. Buyers should be aware that the ADP Vantage solution set consists of a variety of functional components from different code lines, but these components are well-integrated and harmonized at the data and user experience levels. At the time of this study, ADP was preparing to release an innovative, consumer-grade user experience across its products and also has improving and expanding business intelligence and big data offerings.

Strong Performers Address Targeted Opportunities

- **Oracle.** After initially launching its Fusion HCM applications in late 2011, Oracle now refers to the offering as Oracle HCM Cloud, and it is sold predominantly as SaaS. Our market research and discussions with Forrester clients indicates that Oracle has experienced customer referenceability challenges and longer time-to-value than competing SaaS HRMS products. Oracle remains committed to this offering, however, and the product is now in its eighth release (with release nine coming soon). Oracle HCM Cloud is designed for complex, multinational companies and may either complement or replace its on-premises HRMS products (e.g., PeopleSoft and E-Business Suite). The Oracle Cloud HCM portfolio includes the internally developed Fusion functionality across transactional and talent functions as well as the acquired Taleo products for recruiting, onboarding, and learning management.
- **Meta4.** Meta4 focuses primarily on the Europe and Latin America markets and has transitioned its HRMS platform to a SaaS-only deployment model. The solution has very good depth in payroll, time and attendance, and local compliance for its targeted geographies, and it also has good capabilities in talent management and HR service delivery. While leveraging mature functionality, Meta4 can improve its usability and technology strategy as it evolves as a SaaS HRMS provider. Meta4 is a good choice for multinational companies headquartered in Europe and the Americas (with significant operations in Spain, Portugal, and Latin America) that require configurable HR process functionality and integrated payroll support.
- **Ceridian.** Since the Dayforce acquisition in 2012, Ceridian has made remarkable progress as a SaaS HRMS provider. With a flexible SaaS platform and good mobile capabilities, Ceridian Dayforce HCM seamlessly spans payroll, core HR records, benefits, and workforce management. The solution recently added recruitment and is expanding into compensation and talent management in the near future. Ceridian will continue to gain momentum as its solution breadth expands beyond compliance and efficiency-based processes and adds more international and talent capabilities. The solution is a good choice for US and Canadian companies with significant numbers of hourly employees, which require strong workforce management capabilities tightly integrated with payroll and HR.
- **FinancialForce.com.** A new player in SaaS HRMS via its acquisition of Vana Workforce in November 2013, FinancialForce HCM is built natively on the salesforce.com platform, Force.com. The solution is very flexible and can be implemented rapidly, with a solid core employee record and position control capabilities. FinancialForce does not currently offer payroll and needs to gain some breadth and maturity in several areas, including benefits, time and attendance, and talent management. Using the salesforce platform has both advantages and disadvantages for FinancialForce — it inherits good native social collaboration, integration, and mobile features, but limits innovation in the user experience and business intelligence within the context of HR processes. FinancialForce HCM is a good choice for customer-centric companies that use salesforce CRM, and also those that leverage FinancialForce's finance and ERP capabilities.

SUPPLEMENTAL MATERIAL

Online Resource

The online version of Figure 3 is an Excel-based vendor comparison tool that provides detailed product evaluations and customizable rankings.

Data Sources Used In This Forrester Wave

Forrester used a combination of three data sources to assess the strengths and weaknesses of each solution:

- **Vendor surveys.** Forrester surveyed vendors on their capabilities as they relate to the evaluation criteria.
- **Product demos and strategy briefings.** We asked vendors to conduct four hour sessions to demonstrate their product functionality based on the criteria and brief us on their product strategies and market position. We used findings from the product demos to validate details of each vendor's current offering product capabilities, and the briefings to validate the strategy and market presence criteria.
- **Customer reference surveys.** To validate product and vendor qualifications, Forrester also conducted reference surveys with three of each vendor's current customers.

The Forrester Wave Methodology

We conduct primary research to develop a list of vendors that meet our criteria to be evaluated in this market. From that initial pool of vendors, we then narrow our final list. We choose these vendors based on: 1) product fit; 2) customer success; and 3) Forrester client demand. We eliminate vendors that have limited customer references and products that don't fit the scope of our evaluation.

After examining past research, user need assessments, and vendor and expert interviews, we develop the initial evaluation criteria. To evaluate the vendors and their products against our set of criteria, we gather details of product qualifications through a combination of lab evaluations, questionnaires, demos, and/or discussions with client references. We send evaluations to the vendors for their review, and we adjust the evaluations to provide the most accurate view of vendor offerings and strategies.

We set default weightings to reflect our analysis of the needs of large user companies — and/or other scenarios as outlined in the Forrester Wave document — and then score the vendors based on a clearly defined scale. These default weightings are intended only as a starting point, and we encourage readers to adapt the weightings to fit their individual needs through the Excel-based tool.

The final scores generate the graphical depiction of the market based on current offering, strategy, and market presence. Forrester intends to update vendor evaluations regularly as product capabilities and vendor strategies evolve. For more information on the methodology that every Forrester Wave follows, go to <http://www.forrester.com/marketing/policies/forrester-wave-methodology.html>.

Integrity Policy

All of Forrester's research, including Forrester Waves, is conducted according to our Integrity Policy. For more information, go to <http://www.forrester.com/marketing/policies/integrity-policy.html>.

ENDNOTES

- ¹ Strategies for employee engagement and aligning employees with customer imperatives are discussed in the May 9, 2014, "[Maximize Employee Value By Aligning With Customer Imperatives](#)" report.
- ² Continuous, aligned performance is discussed in the July 2, 2014, "[Disrupt The Employee Performance Process To Align With Business And Customer Outcomes](#)" report.
- ³ This survey data is discussed in the July 15, 2014, "[Embrace Future Trends To Deliver HRM Business Impact](#)" report.
- ⁴ Although Oracle chose not to participate in this Forrester Wave evaluation, we evaluated its Oracle Cloud HCM offering based on our knowledge from past analysis and publicly available information to provide a complete picture of the competitive landscape. For nonparticipants that we choose to include in Forrester Wave evaluations, we do not publish detailed scores or commentary.
- ⁵ SuccessFactors is a leader in the following report. See the March 12, 2013, "[The Forrester Wave™: Learning And Talent Development, Q1 2013](#)" report.

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