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## Market Guide for Integrated HR Service Delivery Solutions

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### Summary

Integrated HR service delivery has a significant impact on operational efficiency and employee experience. As adoption increases and diverse vendors emerge, application leaders should use this analysis to weigh their options and help them make the best choice for their HCM transformation.

### Overview

#### Key Findings

- Adoption of integrated HR service delivery (IHRSD) solutions is increasing as HR departments seek to improve their efficiency while providing a modern service experience. In addition to traditional large enterprise customers, IHRSD investments are now being made by midsize organizations.
- Vendors have been drawn to this segment's growing revenue opportunity from a variety of backgrounds and relative strengths, resulting in a dynamic market where vendors are highly differentiated in technology, services and price.
- Organizations that already have mature HR service delivery technology and processes in place are seeking to improve their return on investment by leveraging advanced automation and analytic capabilities, and by consolidating additional services.

#### Recommendations

Application leaders transforming human capital management (HCM) should:

- Develop a five-year IHRSD strategy by utilizing Gartner's pace-layering approach, which prioritizes processes where functional or technical superiority makes a material difference to your organization. This will help to determine the required level of technology or HR domain expertise and services for success.
- Use this Market Guide to identify a "longlist" of products that could be considered, based on organization size and complexity as well as on functional and technical requirements and preferred deployment model.
- Work with HR to predetermine business objectives, operational and staffing models, and technology requirements, to ensure that your business objectives will be met without overbuying. Align with any concurrent digital workplace initiative.

### Strategic Planning Assumption

By 2022 30% of midsize and large organizations will have invested in an integrated HR service delivery solution.