



**FOSWAY
GROUP**

Fosway 9-Grid™

TALENT & PEOPLE SUCCESS

WORKHUMAN is a STRATEGIC LEADER on the
2024 Fosway 9-Grid™ for Talent & People Success

Fosway 9-Grid™

*Talent &
People Success*

2024

Key

Type

Suite

Specialist

Presence

Higher

Mid

Lower

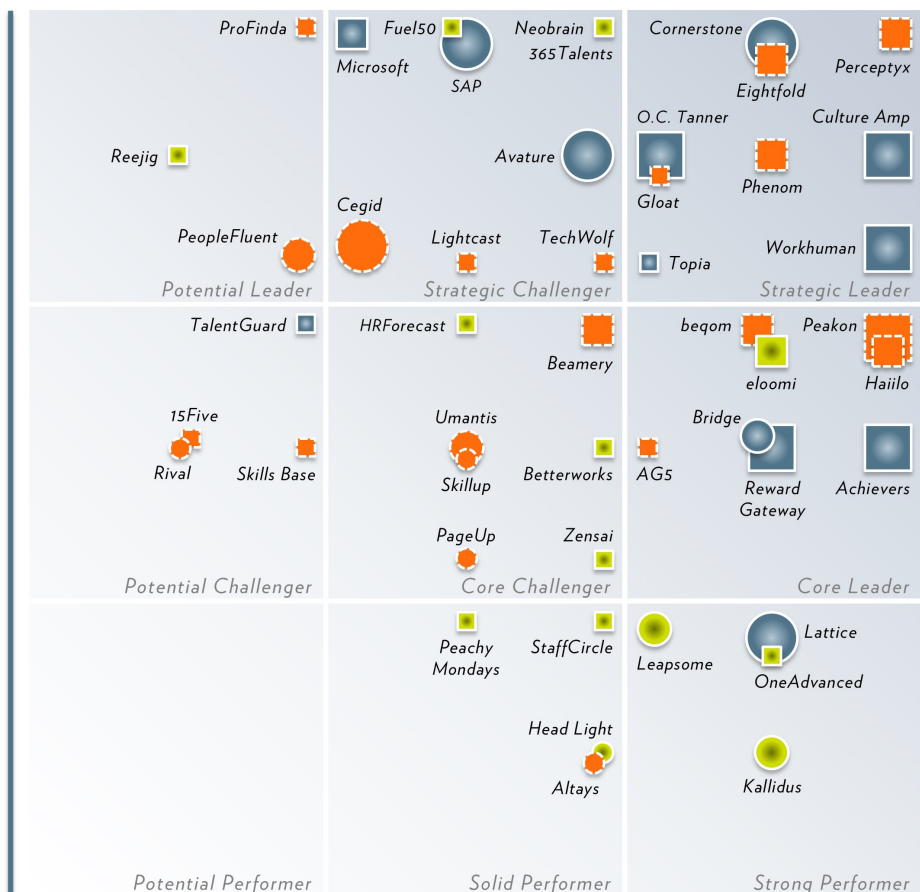
Total Cost of Ownership

Higher

Mid

Lower

Potential



Performance

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Workhuman



Specialist
Recognition & Engagement

Founded in 1999, Workhuman is a recognition and feedback company used by enterprise organisations to create a more human-centred work culture using social recognition, life and milestone celebration, performance feedback and people intelligence. With a headquarters in both Ireland and the USA, Workhuman has significant global market presence and a prestigious blue-chip customer base. Its cloud platform facilitates recognition behaviours and the people relationships to drive employee engagement, along with personal and team performance.

What is a Strategic Leader?

Strategic Leaders provide a rich set of capabilities with the scope and sophistication to support the needs of large, complex global customers. They have strong market performance and customer advocacy and often provide a reference point for the wider market. They are frequently selected by market-leading organisations and consistently meet the needs of those organisations on a global basis.

Potential Leader	Strategic Challenger	Strategic Leader
Potential Challenger	Core Challenger	Core Leader
Potential Performer	Solid Performer	Strong Performer

9-Grid™ Rating Summary – Workhuman

Type	Performance	Potential	Presence	TCO	Trajectory
Specialist	Higher	Higher	Higher	Higher	Capitalising

See later in this report for information on the 9-Grid™ dimensions and rating system. For further information on Type, see *Suites versus Specialist Solutions* on page 19.



Rating Headlines – Workhuman

- In an HR world obsessed with employee experience, Workhuman brings the processes, technology, expertise, and insights to enable organisations to bring lived employee experience positively to life.
- It has a 25+ year history of delivering solutions for peer-to-peer recognition, celebration of the ‘moments that matter’ and for high-performance culture enablement to many of the world’s most recognisable brands and for complex and global organisations across all sectors and industry segments.
- At the heart of Workhuman’s strategy is its approach to people intelligence and deep recognition expertise, together with a growing range of AI tools to support HR, managers and employees.
- Workhuman aims to be more than software, providing a partnership with deep expertise in recognition, organisational change, culture and people intelligence, as well as leadership to accelerate successful adoption and ongoing customer success.
- A proven track record of delivering impact to customers with an extensive collection of customer ROI studies showing customer success and value-add in both blue-collar and white-collar organisations.
- Demonstrates strong innovation in people intelligence, including support for inclusive language in feedback. Its ability to enable on-demand insights into the value of recognition, cultural health, performance, skills and DEI are significant differentiators.
- New customer social recognition programmes are now backed by an ‘ROI Guarantee’ that provides a commitment of ‘no results, no fee’ if agreed metrics aren’t achieved within the first year of implementation.

What is a Capitalising Trajectory?

Trajectory is Fosway’s sense of the rate of change of the solution in terms of both Performance and Potential, relative to the vendor themselves and the level of change in the wider supplier market. Vendors with a Capitalising trajectory rating are increasing their level of market performance and customer advocacy but have a slower level of innovation relative to previously and the wider market at this level.

For more information see the [Fosway 9-Grid™ Trajectory Guide](#).



Workhuman's position within the 9-Grid™ Zone



Market & Solution Trends



Market Trends

Resilient growth amidst economic uncertainty

The market continues to show resilience despite ongoing economic uncertainties. 47% of buyers¹ report that reducing the cost of HR systems is a significant driver, however many Talent & People Success technology providers still demonstrate strong revenue growth. From our analysis, revenue increases of 25-30% are not uncommon for high-performing providers in various segments of the talent lifecycle, and in exceptional areas such as skills, some are achieving much higher. This growth reflects continued corporate investment in employee experience as well as the growing momentum behind skills-based organisations.

AI moves from hype to practical application

Whilst AI has been a buzzword in HR for years, 2024 marks a significant shift towards real world application and practical implementation. Advanced AI applications are now starting to be used for strategic workforce planning, skills gap analysis, and optimising talent processes. However, adoption rates still vary widely, with a few organisations fully embracing AI-driven practices whilst others are still in planning or early stages of implementation. Despite that variance, the focus has clearly shifted from simply having an AI story to practical application, and demonstrating tangible results and ROI from AI investments in HR.

AI is the backbone of experience transformation

Despite a wall of past hype and false promises, AI has finally started to become a critical differentiator for transforming people experiences, especially in skills development, employee engagement, career pathing, learning, and internal mobility. Solutions with embedded AI have also started to become essential to supporting key 'moments that matter'. AI's capacity to infer skills, facilitate mentorship connections, match individuals to projects or gigs, and react to career aspirations is revolutionary. From enhancing employee experiences to boosting HR productivity and informing strategic decisions, AI-augmented processes are increasingly becoming in high demand and now able to deliver real results.

¹ Fosway HR Realities 2024



EX and AI-driven personalisation forces change

Enhancing employee experience (EX) and now leveraging AI for personalisation have jointly become the lead drivers for HR system upgrades. This has been arguably true for a number of years; only 31% of HR professionals believe their current systems are fit for purpose for the modern workforce². To meet the expectations of today's employees and to improve HR effectiveness as well as efficiency, is making organisations look beyond their HCM systems to deliver next-generation people experiences that are highly personalised and AI-driven.

Emphasis on ethical AI and algorithmic fairness

As AI becomes more prevalent in HR processes, there's an increased focus on ensuring these systems are ethical, transparent and free from bias. Organisations and vendors alike are investing in developing frameworks for responsible AI use in HR, with particular attention to fairness in recruitment, promotion, and compensation decisions. Explainable AI has moved from a nice-to-have feature to a critical requirement, especially in light of evolving regulations around AI use in employment decisions. There are AI risks and HR need to take a more proactive approach in how they manage those risks across their organisations. Most vendors are taking a proactive approach to this too, but there is much for HR teams still to learn.

'Skills' are still a hot topic of Talent & People Success

With 80%³ of buyers highlighting skills, competencies and capability management as highest priority HR systems for disruption in the year ahead, 'skills' is still the hottest topic for HR, and pursuit of being a 'skills-based organisation' is the new 'Kool-Aid'. Momentum for this segment of the market is strong. From talent acquisition and strategic workforce planning and into talent mobility and learning, 95% of buyers see skills as foundational to delivering a great employee experience⁴.

² Fosway HR Realities 2024

³ Fosway HR Realities 2024

⁴ Fosway HR Realities 2023



AI and skills are top targets in a consolidating market

The Talent & People Success market continues to see significant mergers and acquisition activity. Historically, Cloud HR solutions have poorly served 'cultural' enablement in their customers, leaving buyers to source specialists to bridge the gap. And whilst larger HCM/HR providers are still acquiring specialist capabilities to address this, mid-sized vendors are also actively pursuing strategic acquisitions and partnerships to enhance their capabilities too. AI-powered solutions, particularly those focusing on skills intelligence and workforce planning, remain prime targets. Solutions supporting culture development, employee advocacy, engagement, and talent marketplaces are attracting significant interest too.

Energising a high-performance 'culture' is a key differentiator in the employee experience

As we highlighted last year, as organisations embrace AI to enable ever more optimisation, how organisations also keep it HUMAN is also prominent in HR leaders' minds. How solutions contribute to enabling a high-performing culture is now a key differentiator for organisations. HR teams need to enable great listening, harness total workforce intelligence, and think about individual and organisational energy and agility. They also need ensure solutions are fit for the modern workforce and really empower the next generation of high-performance organisations.

Total workforce intelligence is a critical differentiator

The ability to provide holistic insights across the entire employee and workforce lifecycle has now become a critical factor in selecting talent management solutions. Organisations are seeking platforms that can aggregate and analyse data from various sources to provide a comprehensive view of their workforce. This includes combining traditional HR data with skills data, performance metrics, engagement scores, but also now external labour market information to drive more informed decision-making. At the heart, is a shift to performance / value centred HR and the need for HR teams to articulate their value as much as their efficiency. The connectedness of data is key, and the rise of specialist people analytics tools has accelerated.



Hybrid suite and best-of-breed approach gains traction

While 43% of buyers⁵ report an increased importance of consolidating HR systems into a single suite, there is a continued trend for a hybrid approach in customers that fail to see the functionality they need from their core HR suites. And despite strong continued growth in the capabilities of HCM solutions, many customers continue to supplement core HR solutions with best-of-breed solutions for specialised functions. This approach allows companies to benefit from the integration of core systems while leveraging cutting-edge (transformational) capabilities in areas such as skills intelligence, employee listening, learning and development, recognition, and talent mobility.

Agile talent management continues to outstrip traditional talent management approaches

Traditional talent management practices have become obsolete for many leading employers. The drive towards more human-centred, inclusive, equitable, intelligent, and agile strategies has rendered conventional approaches insufficient. Static succession planning and rigid organisation designs based solely on roles and responsibilities are no longer transformative. Instead, dynamic approaches leveraging skills intelligence, talent marketplaces, and agile workforce planning are enabling greater transparency, flexibility, and empowerment. For employers, embracing these innovative solutions has become crucial, though many organisations are still navigating the change including complexities of large-scale implementation.

⁵ Fosway HR Realities 2024



Solution Trends

Opportunity marketplaces are the tangible expression of skills-based organisations for employees

Opportunity marketplaces have gained significant traction this year as organisations seek to improve talent mobility, close skills gaps, and increase employee engagement. These platforms use AI to match employees with internal job opportunities, short-term projects, and work/learning experiences based on their skills, interests, and career goals. The growth of opportunity marketplaces aligns with the broader shift towards more flexible, skills-based organisational structures and is possibly one of the most visible expressions of AI in HR for employees and managers (after talent acquisition process support).

Seamless integration with digital workspaces

The integration of talent processes into everyday digital tools and workspaces has evolved from a novel feature to a standard expectation. Solutions are increasingly creating seamless touchpoints within platforms such as Microsoft Teams, Slack, and other collaborative tools, particularly for performance support, learning, talent mobility, skills development, and employee engagement. This 'headless' integration approach with the systems of work has become a baseline requirement for buyers, with suppliers now embedding these functionalities deeply into their solutions to provide a frictionless user experience.

AI co-pilots revolutionise HR interactions

Building on the broader AI trend, the emergence of AI co-pilots is reshaping the landscape of employee interactions with HR systems. Inspired by innovations like Microsoft's Copilot for Office 365, there's a growing demand for similar AI-assisted features in HR applications. These co-pilots enhance various aspects of the employee experience, from navigating benefits options to career development planning. The positive reception of AI support in work applications is now setting new expectations for HR technology interfaces too, prompting vendors to rapidly innovate in this space.



Strategic workforce planning takes centre stage

Whilst employee enablement remains crucial, the strategic aspect of Talent & People Success solutions has gained prominence. Total workforce intelligence has become pivotal for HR to truly secure its place at the executive table, providing the insights needed to shape business strategy and align workforce capabilities accordingly. Advanced analytics and AI-driven scenario planning are enabling HR leaders to make better informed and more dynamic data-driven decisions about workforce composition, skills investments, and organisational structure, all directly impacting business outcomes.

Hyper-personalisation elevates employee experience

Hyper-personalisation has emerged as the core driver to transform talent management into Talent & People Success. The modern workforce demands experiences tailored to individual needs, aspirations, and work styles. Whilst HR has historically struggled to deliver this level of personalisation, advanced AI and machine learning is now enabling unprecedented innovations in personalising people experience. For example, AI-powered sentiment analysis and natural language processing can help organisations listen to their employees at scale, fostering more meaningful conversations between teams, individuals, and leaders. This deep personalisation is crucial as solutions strive to address strategic HR challenges as well as providing nuanced personalised support at individual and team levels.

Continuous performance management evolves into continuous performance and conversation

The trend towards continuous performance management has matured further, with organisations moving beyond simple check-ins to more sophisticated approaches, including AI-powered coaching recommendations, real-time feedback systems, and the integration of performance data with learning and development platforms. The focus is on creating a holistic approach to performance that supports both individual growth and organisational goals. The use of AI to summarise and prompt performance is a significant shift in solutions – both to empower managers and employees to have more effective conversations but also to make sure that performance enablement is part of the flow of work, rather than an isolated HR process.



Focus shifts to team performance and dynamics

While individual performance remains front and centre, there's a growing recognition of the critical role that team performance and dynamics play in organisational success. Largely absent from performance systems in the past, leading solutions are now incorporating features to analyse and optimise team composition, collaboration patterns, and collective performance. This shift reflects the understanding that in today's complex business environment, team effectiveness is often a stronger predictor of overall success than individual brilliance alone. Part of this change is also focused on providing more support and enablement to help managers to manage their teams, prompt the right employee and team conversations, and support better decision making and build better teams.

Interoperability and data integration become critical

The fragmentation of people and HR data across various specialist solutions remains a significant challenge. However, this year has seen a marked improvement in efforts to connect data across HR silos. API-first approaches, standardised data models, and advanced integration platforms are emerging to address this issue. The ability to seamlessly connect and analyse data from diverse HR systems is a key differentiator for HR and talent solutions, as organisations recognise that the true value of 'total workforce intelligence' can only be realised through comprehensive data integration.

Measuring HR's strategic impact evolves

Demonstrating HR's strategic value remains a key focus, but with new approaches emerging to quantify the impact of people initiatives on business outcomes. Advanced analytics tools are now capable of drawing clearer connections between HR and talent programmes and business key performance indicators such as revenue growth, innovation metrics and market share. Predictive models are also now being employed to forecast the long-term impact of talent strategies on business performance. This evolution in people analytics will continue to help elevate HR's role from a support function to a strategic business partner, capable of driving and demonstrating tangible value to the organisation.



9-Grid™ Vendor Ratings



9-Grid™ Vendor Ratings

Notes on Interpretation

The Vendor Ratings table is now split by type, Suite or Specialist, and includes TCO ratings. All ratings are banded and not linear scored. Suites in the same 9-Grid™ zone should be considered materially equivalent without more detailed evaluation aligned to customer specific needs. Trajectory ratings are relative to the vendor themselves and the market, not vs other vendors in the same zone. See later in this report for more detailed description of the assessment process and dimensions of this 9-Grid™. For more information on Trajectory see Fosway's [Trajectory Guide](#). See later in this report for more detailed description of the assessment process and dimensions of this 9-Grid™.

Talent & People Success Specialists

Vendor	Specialism	9-Grid™ Rating	Trajectory	TCO
15Five	Performance & Engagement	Potential Challenger	Maintaining	Mid
365Talents	Skills Intelligence & Internal Mobility	Strategic Challenger	Excelling	Lower
Achievers	Recognition & Engagement	Core Leader	Accelerating	Higher
AG5	Skills Intelligence, Risk & Compliance	Core Leader	Moderating	Mid
Beamery	Skills Intelligence & Internal Mobility	Core Challenger	Excelling	Mid
beqom	Compensation & Performance	Core Leader	Expanding	Mid
Betterworks	Performance & Engagement	Core Challenger	Accelerating	Lower
Culture Amp	Engagement, Performance, Development & People Intelligence	Strategic Leader	Accelerating	Higher
Workhuman.ai	Skills Intelligence & Internal Mobility	Strategic Leader	Expanding	Mid
eloomi by Dayforce	Learning, Performance, Skills & Internal Mobility	Core Leader	Expanding	Lower
Fuel50	Skills Intelligence, Career Development & Internal Mobility	Strategic Challenger	Expanding	Lower



Vendor	Specialism	9-Grid™ Rating	Trajectory	TCO
Gloat	Skills Intelligence, Career Development & Internal Mobility	Strategic Leader	Moderating	Mid
Haiilo	Employee Communications & Advocacy	Core Leader	Excelling	Mid
HRForecast	Skills Intelligence & Talent Mobility	Core Challenger	Expanding	Lower
Lightcast	Skills Intelligence	Strategic Challenger	Realigning	Mid
Microsoft - Viva	Employee Experience, Learning, Employee Listening and Performance	Strategic Challenger	Evolving	Higher
Neobrain	Skills Intelligence, Performance & Talent Mobility	Strategic Challenger	Excelling	Lower
O.C. Tanner	Employee Engagement & Culture	Strategic Leader	Moderating	Higher
OneAdvanced - ClearReview	Performance & Employee Engagement	Strong Performer	Expanding	Lower
Peachy Mondays	Employee Engagement & Culture	Solid Performer	Expanding	Lower
Peakon - Workday Peakon Employee Voice	Employee Engagement	Core Leader	Excelling	Mid
Perceptyx	Employee Engagement & Culture	Strategic Leader	Excelling	Mid
Workhuman	Talent Experience	Strategic Leader	Maintaining	Mid
ProFinda	Skills & Workforce Optimisation	Potential Leader	Excelling	Mid
Reward Gateway	Recognition, Engagement & Wellbeing	Core Leader	Maintaining	Higher
Reejig	Talent Mobility & Skills Intelligence	Potential Leader	Maintaining	Lower
Skills Base	Skills Management	Potential Challenger	Accelerating	Mid
StaffCircle	Performance, Engagement & People Development	Solid Performer	Excelling	Lower
TalentGuard	Skills Management	Potential Challenger	Excelling	Higher
TechWolf	Skills Intelligence	Strategic Challenger	Capitalising	Mid
Topia	Global & Regional Mobility	Strategic Leader	Consolidating	Higher
Workhuman	Recognition & Engagement	Strategic Leader	Capitalising	Higher



Vendor	Specialism	9-Grid™ Rating	Trajectory	TCO
Zensai	Learning & Performance	Core Challenger	Capitalising	Lower

Talent and People Success Suites

Vendor	Specialism	9-Grid™ Rating	Trajectory	TCO
Altays	Suite	Solid Performer	Accelerating	Mid
Avature	Suite	Strategic Challenger	Accelerating	Higher
Bridge	Suite	Core Leader	Maintaining	Higher
Cegid	Suite	Strategic Challenger	Consolidating	Mid
Cornerstone	Suite	Strategic Leader	Expanding	Higher
Head Light	Suite	Solid Performer	Accelerating	Lower
Kallidus	Suite	Strong Performer	Maintaining	Lower
Lattice	Suite	Strong Performer	Expanding	Higher
Leapsome	Suite	Strong Performer	Evolving	Lower
PageUp	Suite	Core Challenger	Realigning	Mid
PeopleFluent	Suite	Potential Leader	Capitalising	Mid
Rival	Suite	Potential Challenger	Maintaining	Mid
SAP SuccessFactors	Suite	Strategic Challenger	Expanding	Higher
Skillup	Suite	Core Challenger	Maintaining	Mid
Umantis - Abacus Umantis	Suite	Core Challenger	Maintaining	Mid



Inclusions and Exclusions

Entries into the Fosway 9-Grid™ for Talent & People Success are made based on the appearance of those solutions within Fosway's Corporate Research network, which focuses on European enterprise-scale corporates. As a result, there are a number of US-based solutions that are omitted because they do not currently have an adequate international presence for us to provide a relevant commentary. Conversely, there may be providers with little recognition outside EMEA that are included because they have built enough presence with European customers to warrant inclusion.

2024 Additions and Removals

This year sees the addition of the following new names to the 2024 Fosway 9-Grid™ for Talent & People Success:

- Clear Review is now rebranded as OneAdvanced
- Lightcast, is a Skills Intelligence specialist provider
- LMS365 is now rebranded as Zensai
- O.C. Tanner, is an Employee Engagement specialist provider
- SilkRoad is now rebranded as Rival
- Skillup, is a talent suite provider
- StaffCircle, is a Performance Management specialist provider

This year has seen the removal of Abintegro and WorkTango as they did not meet the criteria for inclusion.

Accuracy of Information and Warranties

The analysis and recommendations made in Fosway 9-Grids™ are based on the information currently available to Fosway Group from sources believed to be reliable. Fosway Group disclaims all warranties as to the accuracy, completeness or adequacy of such information. Fosway Group will have no liability for errors, omissions or inadequacies in the information contained herein, or for interpretations hereof. Opinions expressed herein, are subject to change without notice. All content is copyright Fosway Group Limited, unless otherwise identified. All rights reserved.



Understanding the Fosway 9-Grid™



Understanding the Fosway 9-Grid™

What is the Fosway 9-Grid™

The Fosway 9-Grid™ is a five-dimensional model that can be used to understand the relative position of different solutions and providers in a selected market segment. It allows organisations to compare different solutions based on their Performance, Potential, Market Presence, Total Cost of Ownership and Future Trajectories across the market.

9-Grid™ is unique, because the model contains value in **all** its zones – not just the top right.

9-Grid™ not only provides an understanding of the market, but also identifies the high-level actions that can help corporate organisations get the best from vendors.

9-Grid™ is based on Fosway Group's independent research in the HR, talent and learning market over the past 25 years, and draws upon the insights and experience of our Corporate Research Network. The Corporate Research Network is a group of HR and learning professionals, who between them represent over 250 of Europe's leading companies. These companies are typically global enterprise-scale organisations with their Head Offices in Europe (or the EMEA HQ of global companies).

Essentially the 9-Grid™ model brings together our independent view of solution providers, including their:

Performance - comprising of two elements: Market Performance and Customer Performance.

Potential - scope, capability and sophistication.

Presence - historic and current presence in the market. This includes the size of the customer base, the number of enterprise customers and the overall size of the business, within the scope of the market segment we are examining.

Total Cost of Ownership - the FULL cost of acquiring, implementing and operating the solution (typically over a three-year period). Importantly, this includes both internal and external costs.

Trajectory – our view of their direction of travel in terms of Performance and Potential, relative to themselves and the market as a whole (not vs other vendors in the same zone).



Interpreting the exact position of the vendor in a 9-Grid™ zone is explained more fully in our **Introduction to the 9-Grid™** document available from our website www.fosway.com.

Note: We strongly recommend reading the full document to understand the model in detail.

The Critical Difference Between the 9-Grid™ and Other Analyst Models

There is a very important difference between 9-Grid™ and other analyst models. In the 9-Grid™ all the nine zones have value, and more interestingly, have an associated set of actions that can help you to maximise the value of the relationship with different vendors. This means that being in the 'top right' is **not** the only valid selection point. For some organisations, top right may not even be desirable. There are many other zones that offer success, especially when balanced against Total Cost of Ownership.

Classifying Suites versus Specialist solutions

In our analysis we have primarily focused on Talent % People Success solutions which are relevant to international enterprise-scale customers whose primary engagement with providers would be through European headquarters. As a result, there are some US providers that do not have sufficient European momentum to be included in our current analysis. As those vendors increase their reach and presence in EMEA over time – we expect to see the addition of new solutions over the coming years. We have divided solutions into two broad categories: Suite and Specialist solutions.

Suite solutions typically incorporate functionality that supports a wider range of talent functionality – from talent acquisition, through to onboarding, learning, performance, appraisal, employee mobility succession, recognition, and retention.

Specialist solutions support a narrower more focused set of functionalities within a defined sub-area of the talent and people success cycle. For example, facilitating engagement, performance, recognition, wellbeing, and employee advocacy. As such they offer component solutions or connected applications rather than a full suite. They typically integrate with other talent or HR systems and are important differentiating components to attracting, engaging, motivating, and empowering employees, as well as partners and contingent workers.



The 9-Grid™ variables for Talent & People Success

What do potential, performance, presence and total cost of ownership mean in the context of Talent & People Success?

Performance

This focuses on customers' choices: does the solution get short-listed, does it win, does it deliver and are customers happy. This is viewed through the lens of large international corporates and is taken from the experiences Fosway Group has gleaned of its Corporate Research Network and general market briefing. This may not, therefore, necessarily reflect the experiences of smaller and mid-sized organisations.

Potential

Two key aspects: *scope* and *sophistication*. In the context of Talent & People Success:

Scope covers the breadth features across the complete Talent & People Success cycle. This is in recognition that these areas are currently the main priorities for most enterprise organisations when they engage with the systems marketplace. It also highlights the increasing importance organisations are placing on transforming through more agile approaches to driving people success, such as high-performance culture, employee engagement, recognition, wellbeing, opportunity marketplaces, people mobility and employability, while traditional career and succession approaches have stalled, and organisations seek greater flexibility and a more democratic flow of talent across their business.

The shift from traditional talent management to new Talent & People Success differentiators is summarised in the following table:

Traditional Talent Foundations	New Talent & People Success Differentiators
Workforce Planning	Agile Talent Allocation



Traditional Talent Foundations	New Talent & People Success Differentiators
Talent Acquisition	Flexible Resourcing
Succession Planning	Opportunity Marketplace
Internal Jobs Boards	Project & Gig Marketplace
Roles and Responsibilities	Outcomes, Skills & Projects
Performance Management	Getting Work Done: Teaming, Feedback, & OKRs
Appraisal	Continuous Mentoring
Training	Learning through Work
Onboarding	Pre-Boarding, New Worker Acceleration & Reboarding
Personal Development	Reskilling & Upskilling
Employee Engagement Survey	Employee / Worker Relationship (Intelligence + Action)
Career Pathways & Ladders	Employability & Career Bridging
Compensation & Benefits	Flexible Working / Incentives, Recognition & Rewards
Employee Assistance	Resilience, Sustainability, Wellness & Wellbeing
Hierarchical Organisational Structures	Organisational Fluidity, Teaming & Agility
Employer Brand	Purpose, Belonging & Advocacy
Equal Opportunities	Proactive Inclusion & Diversity
Command & Control Leadership Style	Intelligent Listening & Adaptive Servant Leadership
Competency & Capability Management	Skills Inference & Total People Insight
HR Transaction Metrics	Business Outcomes & Measures of People Success

Sophistication defines the functional depth of the processes and the level of complexity that can be managed within solutions. Mid-market tools tend to have wider scope but lack sophistication or functional depth. High sophistication implies a high degree of control on how each of the processes can be configured, as well as the ability to support different processes and more complex operating environments.



Presence

This is the solutions' presence in the enterprise market. It is very much about the size of the customer base, as well as presence in the overall market. Again, this is not a linear scale, but represents three bandings that group the levels of maturity / distinct groupings we see in the market. Higher Presence solutions will have large numbers of corporate enterprise scale customers and high overall user numbers.

Total Cost of Ownership

TCO is about the overall cost of buying, implementing and operating the Talent & People Success solution. This is a combination not only of initial cost of buying the platform, but also the cost of operating the solution – namely the hosting, maintenance and upgrade overheads as well as the cost of resources, i.e. the team to run it.

Trajectory

For Talent & People Success, trajectory is our sense of potential direction of travel in terms of both Performance and Potential. Trajectory is measured relative to the solutions' current Performance and Potential and the market as a whole. It is not a relative positioning compared to other solutions in the same zone. . For more information refer to Fosway's [Trajectory Guide](#).



Understanding Ratings – the Banding system

Each of the dimensions of the 9-Grid™ is rated by Fosway based on our analysis of all the research gathered through the main input cycle each year, as well as supporting evidence throughout the year. Priority weighting is given to the experiences of customer organisations, especially European-headquartered enterprise organisations.

Because of the complex nature of this analysis, Fosway does not believe it is desirable or accurate to reduce to a single score. Instead, each of the 9-Grid™ dimensions is banded into one of three levels – **Higher**, **Mid** and **Lower** reflecting the relative rating for that factor. E.g. Higher TCO solutions cost more than Mid or Lower TCO solutions, and Higher Performance solutions have evidence of greater market and customer success at scale, than Mid or Lower. The combination of the banding for Performance and Potential determines the 9-Grid™ Zone the vendor is placed in. The banding for the other dimensions determines how their TCO, Presence and Trajectory are represented. See the [Fosway 9-Grid™ Introduction Guide](#) for more information on interpretation of the 9-Grid™ dimensions, the banding system, and the 9-Grid™ Zones.



What to do next



Make better HR and learning buying decisions faster

A key difference of the 9-Grid™ to other analyst models is that all the nine zones have value. Top right is not always best! The key question you should be asking is ‘what is best for you?’ i.e. your organisation, your budget and resources, and your real needs and requirements. Referencing the 9-Grids™ is a great place to start when evaluating current suppliers or looking for new solutions.

But what you see here is just the tip of the iceberg. If you are seeking deeper insight on the data behind the 9-Grid™, contact us to discuss **Fosway Corporate Membership**.

Corporate members get direct access to the most experienced HR industry analyst team in Europe. We provide you with a ‘critical friend’ for independent expert advice and feedback, access to the best research on HR, talent and learning in Europe, and analyst services to make the best decisions faster and deliver successful people strategies.

Why start your procurement process from scratch when we already have the research and insight to help you make better supplier decisions much faster?

As well as accessing the best existing research and market insight, you also have the security of knowing that we are completely independent and don’t have a vested interest in the outcome, other than ensuring it’s the best decision for your organisation and your people. To find out more, please contact us at corporatemembership@fosway.com or by phone on **+44 (0)20 7917 1870**.

If You Are a Vendor

Fosway Group is constantly researching the market via our research projects, via input from our Corporate Research Network, and through direct vendor tracking and briefing. Vendors interested in engaging with Fosway Group more deeply are encouraged to consider joining our **Fosway Vendor Programme (FVP)**. Please contact vendors@fosway.com or call us on **+44 (0)20 7917 1870** to discuss further.



About Fosway Group

Fosway Group is Europe's #1 HR Industry Analyst focused on Next Gen HR, Talent and Learning. Founded in 1996, we are known for our unique European research, our independence and our integrity.

For over 25 years, we have been analysing the realities of the market, and providing insights on the future of HR, Talent and Learning. Fosway analysts work extensively with our corporate clients to understand the inside story of the challenges they are facing, and their real experiences with next gen strategies, systems and suppliers. Our independent vendor analysis also provides a vital resource when making decisions on innovation and technology.

And just like the Roman road we draw our name from, you'll find that we're unusually direct. We don't have a vested interest in your supplier or consulting choices. So, whether you're looking for independent research, specific advice or a critical friend to cut through the market hype, we can tell you what you need to know to succeed.

Example clients include: Alstom, Aviva, Boots UK, BP, BT, Centrica, Faurecia, HSBC, International SOS, Lloyds Banking Group, Novartis, PwC, Rolls-Royce, Royal Bank of Scotland, Sanofi, Shell, Swiss Re, Telefonica, Thomson Reuters, Toyota Europe, and Vodafone.

Talk to us today at:

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About Workhuman

Workhuman® is helping companies meet today's biggest human capital challenges - including unprecedented turnover, employee engagement, hybrid work environments, and DEI - through the Workhuman Cloud®, a secure SaaS platform that provides the industry's best-in-class Social Recognition® solution. As the leading global provider of technology solutions, analytics, expertise, and services helping organisations of all sizes build and foster workplace cultures powered by employee recognition and crowdsourced feedback, Workhuman is revolutionising the way employees celebrate, connect with, and appreciate each other in the workplace. Combined with unmatched data through iQ, we empower HR and business leaders with proactive insight to understand issues as they develop and tools to help them make the right decisions to align business objectives and culture to deliver immediate impact. And, with world-class award redemption from our proprietary global e-commerce network, Workhuman is committed to building more connected human-centred workplaces that recognise the value and potential of each and every employee.

For more than 20 years, Workhuman has been pioneering the human workplace by disrupting legacy and obsolete HR approaches to improve the employee experience at work, with solutions that engage with approx. seven million customer employees in 30+ languages, in 180 countries, generating 100 million instances of human connection. With dual headquarters in Dublin, Ireland and Framingham, Massachusetts, Workhuman deploys solutions and services at scale and is committed to helping companies improve returns on their most important investment – their people. For more information, please visit www.workhuman.com.