



February 15, 2023

Dresner Advisory Services, LLC

2023 Edition

Workforce Planning & Analysis Market Study

Wisdom of Crowds® Series

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2023 Workforce Planning and Analysis Market Study

Disclaimer:

This report should be used for informational purposes only. Vendor and product selections should be made based on multiple information sources, face-to-face meetings, customer reference checking, product demonstrations, and proof-of-concept applications.

The information contained in all Wisdom of Crowds® Market Study Reports reflects the opinions expressed in the online responses of individuals who chose to respond to our online questionnaire and does not represent a scientific sampling of any kind. Dresner Advisory Services, LLC shall not be liable for the content of reports, study results, or for any damages incurred or alleged to be incurred by any of the companies included in the reports as a result of its content.

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Definitions

Business Intelligence Defined

Business intelligence (BI) is “knowledge gained through the access and analysis of business information.

Business Intelligence tools and technologies include query and reporting, OLAP (online analytical processing), data mining and advanced analytics, end-user tools for ad hoc query and analysis,” and “dashboards for performance monitoring.”

Howard Dresner, The Performance Management Revolution: Business Results Through Insight and Action (John Wiley & Sons, 2007)

Workforce Planning and Analysis Defined

Workforce planning and analysis are the tools and processes that help align workforces with business goals, strategies, and workplace dynamics. It includes requirements, analysis, and forecasting for current and future needs and the development of plans to address imbalances to optimize human resources, reduce costs, and improve efficiency.

2023 Workforce Planning and Analysis Market Study

Introduction

In 2023, we mark the 16th anniversary of Dresner Advisory Services and first edition of this report. Our thanks to all of you for your continued support and ongoing encouragement. Since our founding in 2007, we worked hard to set the “bar” high—challenging ourselves to innovate and lead the market—offering ever greater value with each successive year.

In this, our inaugural Workforce Planning and Analysis Market Study report, we see the growing importance of performance management discipline to functions beyond finance.

As organizations face a variety of external forces in the coming year, it is this discipline across all functions which enables organizations to more quickly respond, make more well-informed decisions, and execute plans with greater precision.

We trust you will benefit from this report. It was a pleasure to develop it, and our entire team looks forward to serving you in the future.

We thank our clients, colleagues, and community members for their support, which helps us to develop important research.

We look forward to hearing from you after you explore the study findings in this report.

Best



Howard Dresner
Chief Research Officer
Dresner Advisory Services

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2023 Workforce Planning and Analysis Market Study

Benefits of the Study

The Dresner Advisory Services Workforce Planning and Analysis Market Study provides a wealth of information and analysis, offering value to both consumers and producers of business intelligence technology and services.

A Consumer Guide

As an objective source of industry research, consumers use the Dresner Advisory Services Workforce Planning and Analysis Market Study to understand how their peers leverage and invest in business intelligence and related technologies.

Using our unique vendor performance measurement system, users glean key insights into software supplier performance, enabling:

- Comparisons of current vendor performance to industry norms
- Identification and selection of new vendors

A Supplier Tool

Vendor licensees use the Dresner Advisory Services Workforce Planning and Analysis Market Study in several important ways:

External Awareness

- Build awareness for the market and supplier brand, citing Dresner Advisory Services Workforce Planning and Analysis Market Study trends and vendor performance
- Create lead and demand generation for supplier offerings through association with Dresner Advisory Services Workforce Planning and Analysis Market Study brand, findings, webinars, etc.

Internal Planning

- Refine internal product plans and align with market priorities and realities as identified in Dresner Advisory Services Workforce Planning and Analysis Market Study
- Better understand customer priorities, concerns, and issues
- Identify competitive pressures and opportunities

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About Howard Dresner and Dresner Advisory Services

The Dresner Advisory Services Workforce Planning and Analysis Market Study Report was conceived, designed, and executed by Dresner Advisory Services, LLC—an independent advisory firm—and Howard Dresner, its President, Founder and Chief Research Officer.

Howard Dresner is one of the foremost thought leaders in business intelligence and performance management, having coined the term “Business Intelligence” in 1989. He



published two books on the subject, *The Performance Management Revolution – Business Results through Insight and Action* (John Wiley & Sons, Nov. 2007) and *Profiles in Performance – Business Intelligence Journeys and the Roadmap for Change* (John Wiley & Sons, Nov. 2009). He lectures at forums around the world and is often cited by the business and trade press.

Prior to Dresner Advisory Services, Howard served as chief strategy officer at Hyperion Solutions and was a research fellow at Gartner, where he led its business intelligence research practice for 13 years.

Howard has conducted and directed numerous in-depth primary research studies over the past two decades and is an expert in analyzing these markets.

Through the Wisdom of Crowds® Business Intelligence market research reports, we engage with a global community to redefine how research is created and shared. Other research reports include:

- [Wisdom of Crowds® Flagship BI Market Study](#)
- [Analytical Platforms](#)
- [Cloud Computing and Business Intelligence](#)
- [Data Catalog](#)
- [Data Engineering](#)
- [Data Science and Machine Learning](#)
- [Master Data Management \(MDM\)](#)
- [ModelOps](#)
- [Sales Performance Management](#)
- [Self-Service BI](#)

You can find more information about Dresner Advisory Services at www.dresneradvisory.com.

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About Jim Ericson

Jim Ericson is VP and Distinguished Analyst with Dresner Advisory Services.

Jim has served as a consultant and journalist who studies end-user management practices and industry trending in the data and information management fields.

From 2004 to 2013 he was the editorial director at *Information Management* magazine (formerly *DM Review*), where he created architectures for user and industry coverage for hundreds of contributors across the breadth of the data and information management industry.



As lead writer he interviewed and profiled more than 100 CIOs, CTOs, and program directors in a program called “25 Top Information Managers.” His related feature articles earned ASBPE national bronze and multiple Mid-Atlantic region gold and silver awards for Technical Article and for Case History feature writing.

A panelist, interviewer, blogger, community liaison, conference co-chair, and speaker in the data-management community, he also sponsored and co-hosted a weekly podcast in continuous production for more than five years.

Jim’s earlier background as senior morning news producer at NBC/Mutual Radio Networks and as managing editor of MSNBC’s first Washington, D.C. online news bureau cemented his understanding of fact-finding, topical reporting, and serving broad audiences.

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The Dresner Team

About Elizabeth Espinoza

Elizabeth is Research Director at Dresner Advisory and is responsible for the data preparation, analysis, and creation of charts for Dresner Advisory reports.

About Kathleen Goolsby

Kathleen is Senior Editor at Dresner Advisory ensuring the quality and consistency of all research publications.

About Danielle Guinebertiere

Danielle is the Director of Client Services at Dresner Advisory. She supports the ongoing research process through her work with executives at companies included in Dresner market reports.

About Michelle Whitson-Lorenzi

Michelle is Client Services Manager and is responsible for managing software company survey activity and our internal market research data.

Survey Method and Data Collection

As with all our Wisdom of Crowds[®] Market Studies, we constructed a survey instrument to collect data and used social media and crowdsourcing techniques to recruit participants.

We include our own research community of over 6,000 organizations as well as crowdsourcing and vendors' customer communities.

Data Quality

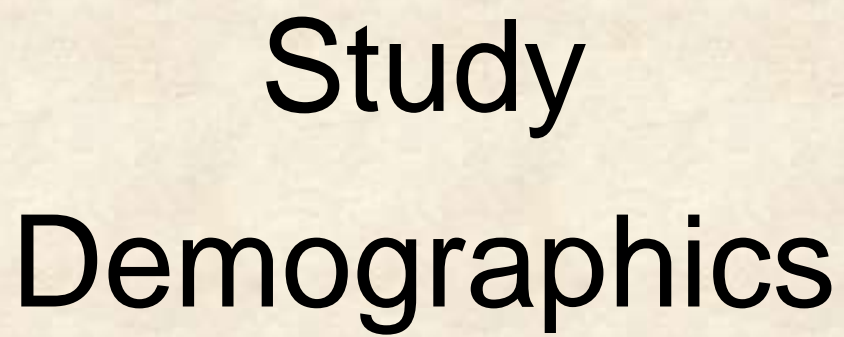
We carefully scrutinized and verified all respondent entries to ensure that only qualified participants are included in the study.

Executive Summary

2023 Workforce Planning and Analysis Market Study

Executive Summary

- Workforce planning ranks 40th among 51 topics we study in 2023. A plurality of users consider workforce planning a top priority for the overall organization; a majority consider it *important* but primarily an area of HR focus (p. 19-26).
- Forty-two percent use workforce planning and analysis today. A very large contingent (30 percent) say they will adopt within 12 months; only 13 percent have *no plans*. Workforce planning and analysis interest grows with organization headcount (p. 27-32).
- HR respondents are the most likely users, followed by finance and operations. Primary and secondary users are common across many functions (p. 33-37).
- The top workforce planning capabilities are *workforce planning per employee, organization and vacancy*, and *workforce compensation planning and scenario simulation*. Multiple features are important across demographics. Workforce planning capabilities correlate strongly with success with BI (p. 38-43). Industry support for planning capabilities is strong (p. 78).
- Top workforce analysis capabilities include *compensation, headcount and core demographics*, and *year-end projections and forecasting*; multiple priorities are important across demographics. Analysis use correlates with success with BI (p. 44-50). Industry support is strong (p. 79).
- The top workforce data access and manipulation capabilities are *utilize and update multiple hierarchies* and *unify data from multiple source systems*. Multiple capabilities are important across demographics (p. 51-56).
- The top insight creation-sharing features are *drill down to specific detail within the chart* and *standardized metric calculations*. Multiple features are important across demographics (p. 57-62).
- Top workforce planning and analysis integration features include *export data to Excel, PDF* and *ability to integrate data from leading ERP systems*. Multiple features are important across demographics (p. 63-68). Industry support is strong (p. 80).
- The top additional features are led by *access control based on users and roles* and *support for reporting/dashboards*. Multiple features have relevance to users (p. 69-73). Current industry support is more than adequate for user requirements (p. 81).
- Top deployment priorities are *multi-tenant support* and *public cloud option* (p. 74-76). Industry support is broad but limited and mature (p. 82).
- Workforce planning and analysis vendor ratings are on page 83.



**Study
Demographics**

2023 Workforce Planning and Analysis Market Study

Study Demographics

Our inaugural Workforce Planning and Analysis Market Study includes a cross-section of data across geographies, functions, organization size, and vertical industries. We believe that, unlike other industry research, this supports a more representative sample and a better indicator of true market dynamics. We constructed cross-tab analyses using these demographics to identify and illustrate important industry trends.

Geography

North America, which includes the U.S., Canada, and Puerto Rico, represents 64 percent of respondents (fig. 1). EMEA accounts for the next largest group (16 percent), followed by Asia Pacific (13 percent) and Latin America (6 percent).

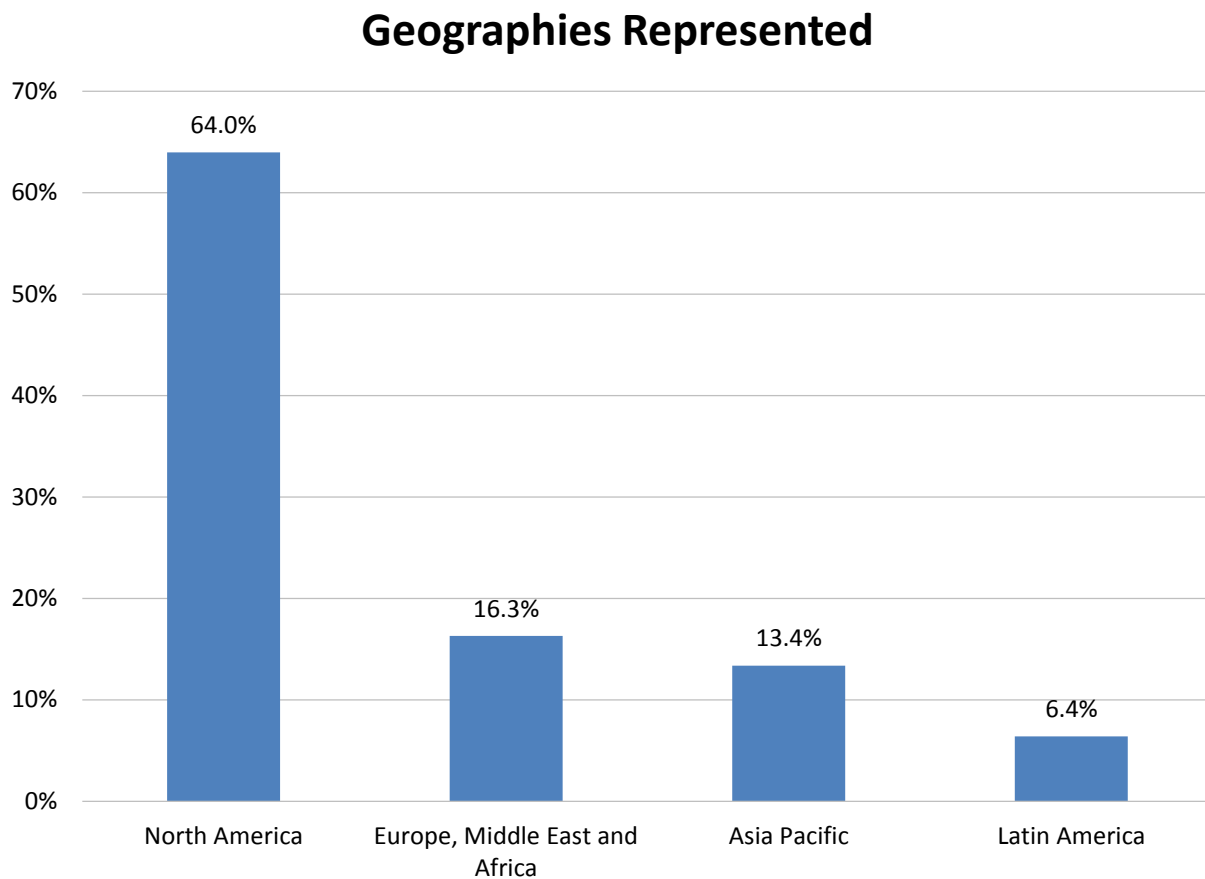


Figure 1 – Geographies represented

2023 Workforce Planning and Analysis Market Study

Functions

Finance (about 31 percent) and IT (22 percent) are the functions most represented in our 2023 study sample (fig. 2). Executive management (12 percent), the business intelligence competency center (BICC) (7 percent), and marketing and sales are the next most represented. The “other” category of 7 percent includes the human resources function.

Examining trends and behavior by function helps us compare and contrast plans and priorities in different areas of organizations.

Functions Represented

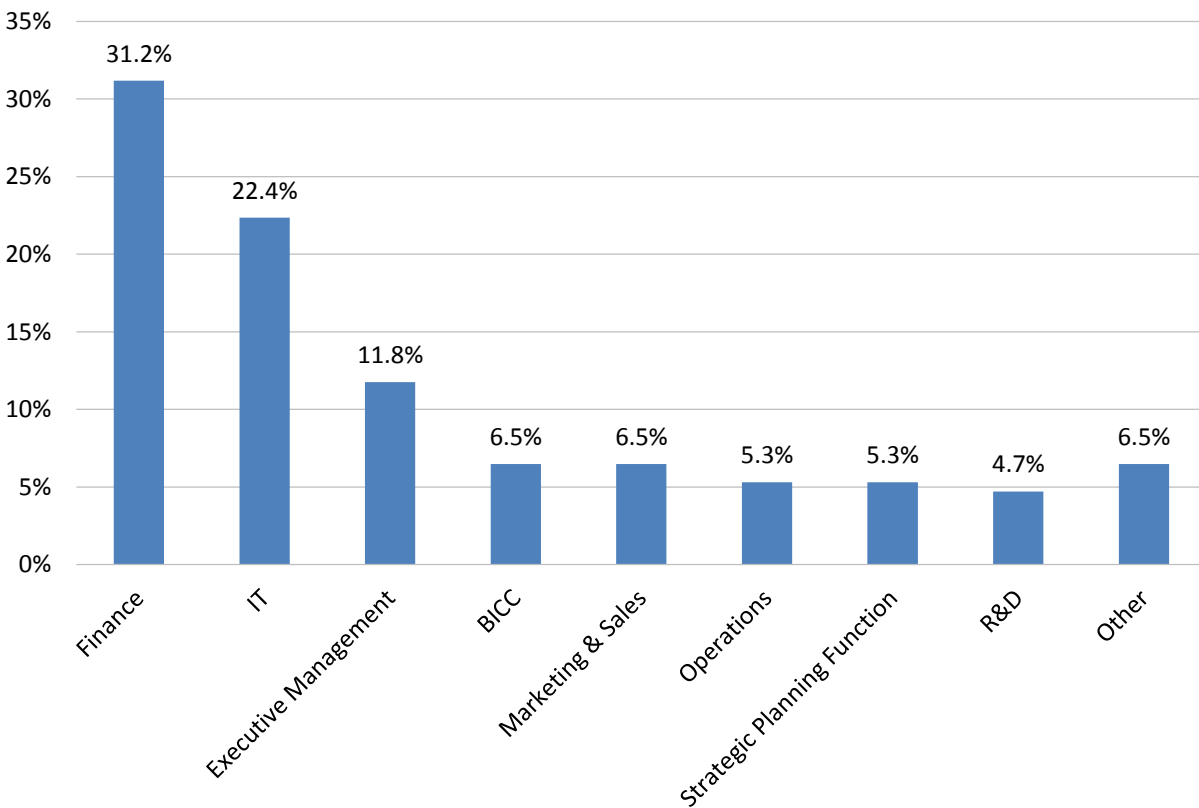


Figure 2 – Functions represented

Vertical Industries

Respondents from manufacturing (18 percent), business services (15 percent), consumer services (14 percent), and technology (14 percent) are most represented in our study (fig. 3). Financial services followed by healthcare are the next most represented. We include responses from consultants, who often have greater interaction with initiatives and deeper industry knowledge than many customer counterparts. This also yields insight into the partner ecosystem for BI vendors.

Industries Represented

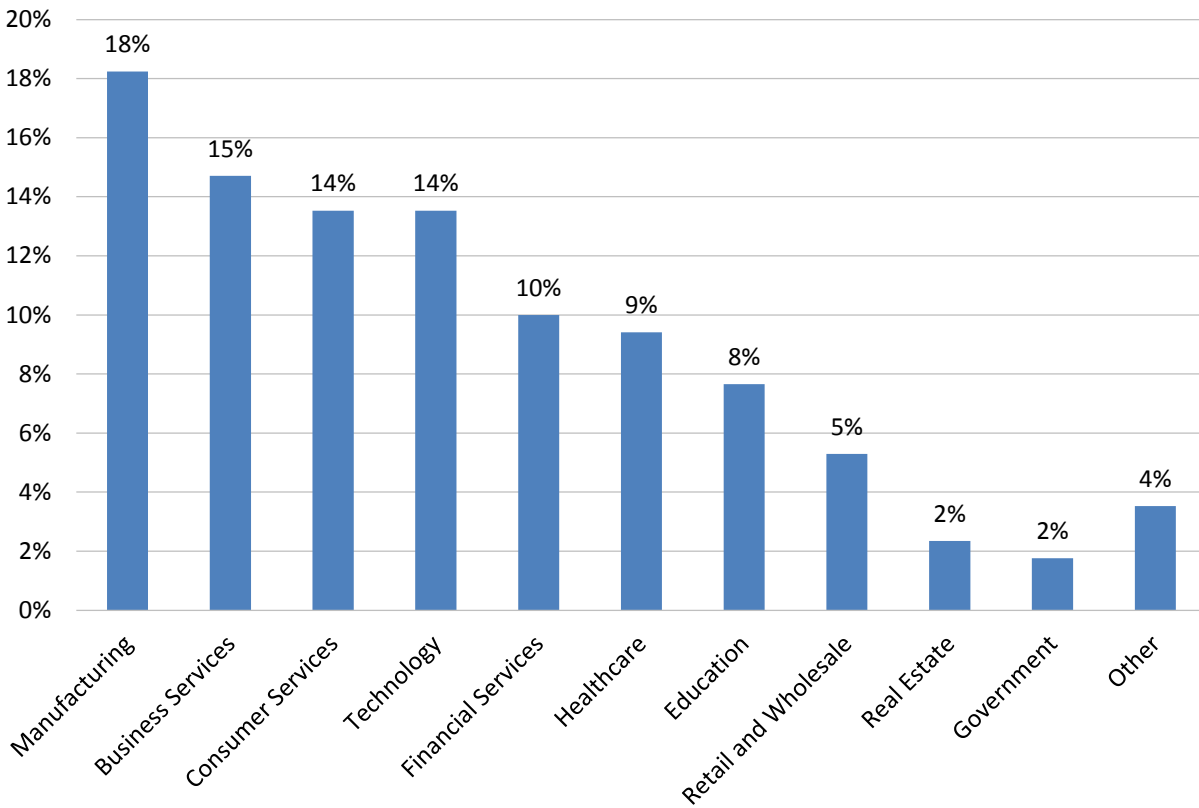


Figure 3 – Industries represented

Organization Size

Respondents represent a mix of organizational sizes and structures (fig. 4). Small organizations of 1-100 employees represent about 25 percent of the sample. Midsized organizations account for 28 percent, and the remaining 48 percent of respondents are from large organizations with more than 1,000 employees.

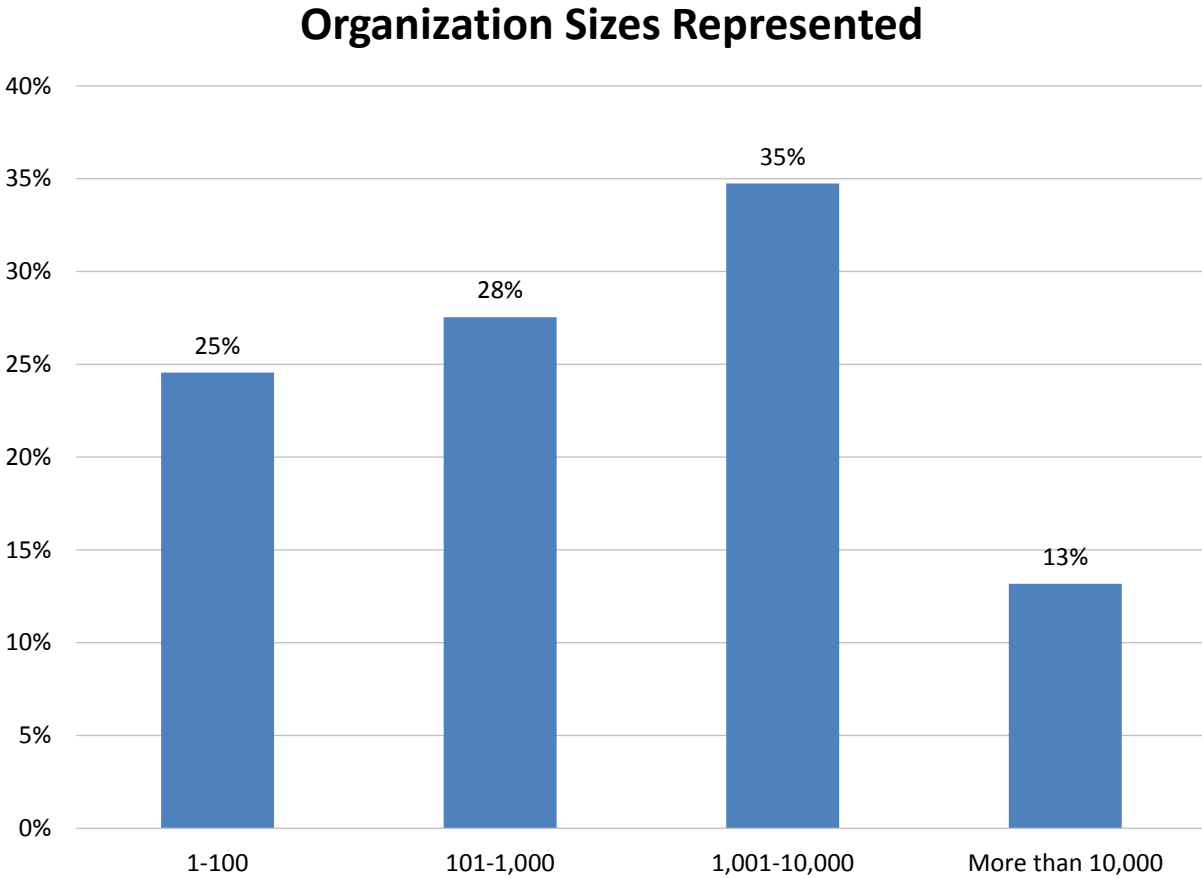


Figure 4 – Organization sizes represented

Analysis and Trends

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Analysis and Trends

Importance of Workforce Planning and Analysis

Workforce planning (HCM / People Analytics) ranks 40th among 51 topics (fig. 5). As an overarching theme, the topic affects nearly all strategic technologies and initiatives.

Technologies and Initiatives Strategic to Business Intelligence

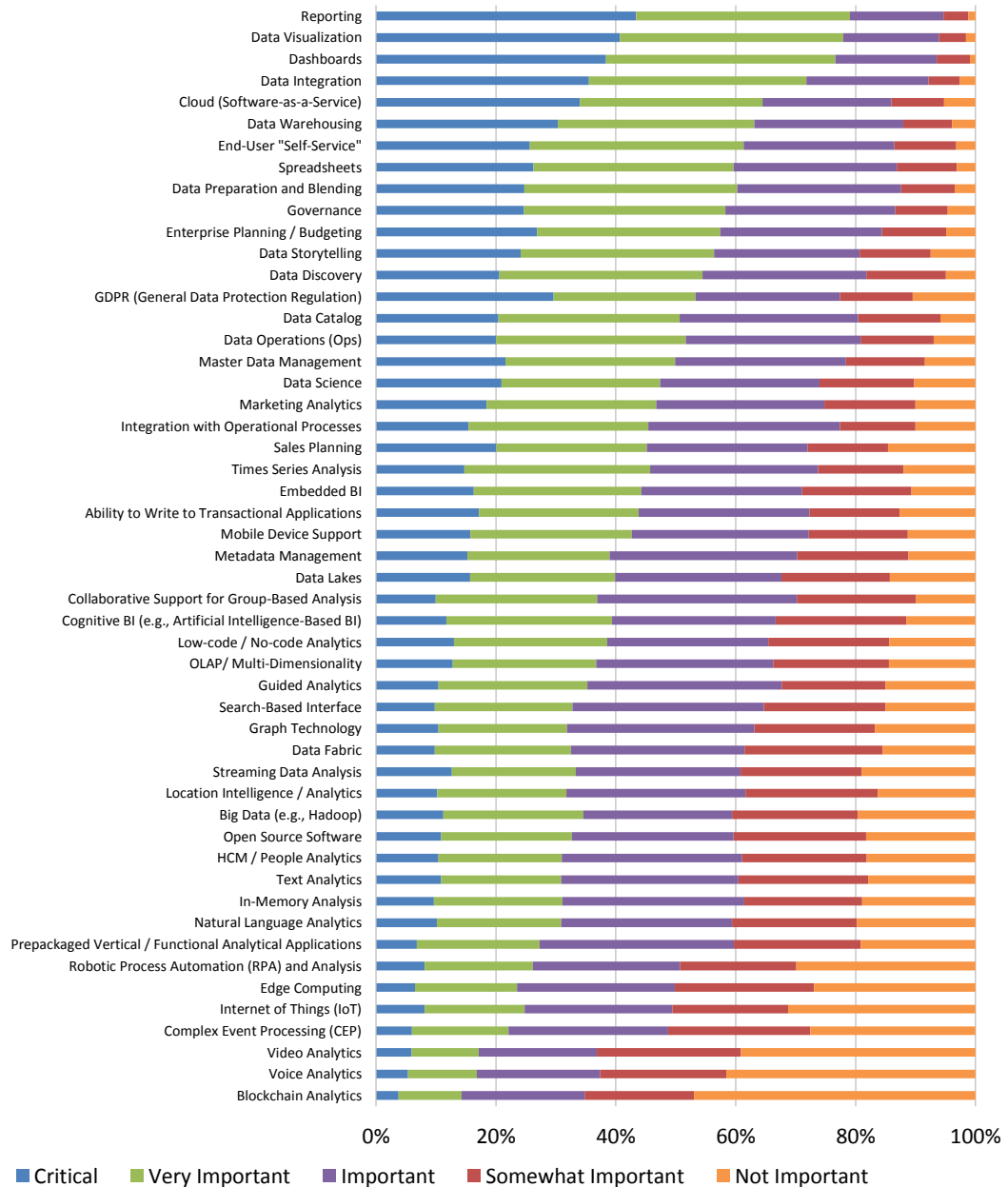


Figure 5 – Technologies and initiatives strategic to business intelligence

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Workforce Planning and Analysis Importance

We asked, “What is the importance of workforce planning and analysis within your organization?” Survey respondents were allowed one of five choices shown in fig. 6. A plurality (42 percent), chose *top priority for the overall business* as their greatest urgency. Another 27 percent selected the next most popular choice: *important to HR but not a top priority*. About 20 percent chose *top priority within HR*. Thus, while a large number sense critical importance, sentiment is mixed and undefined toward HR’s role. We also note that only 12 percent of respondents are *not considering* or *don’t know* the importance of workforce planning and analysis.

Workforce Planning and Analysis Importance

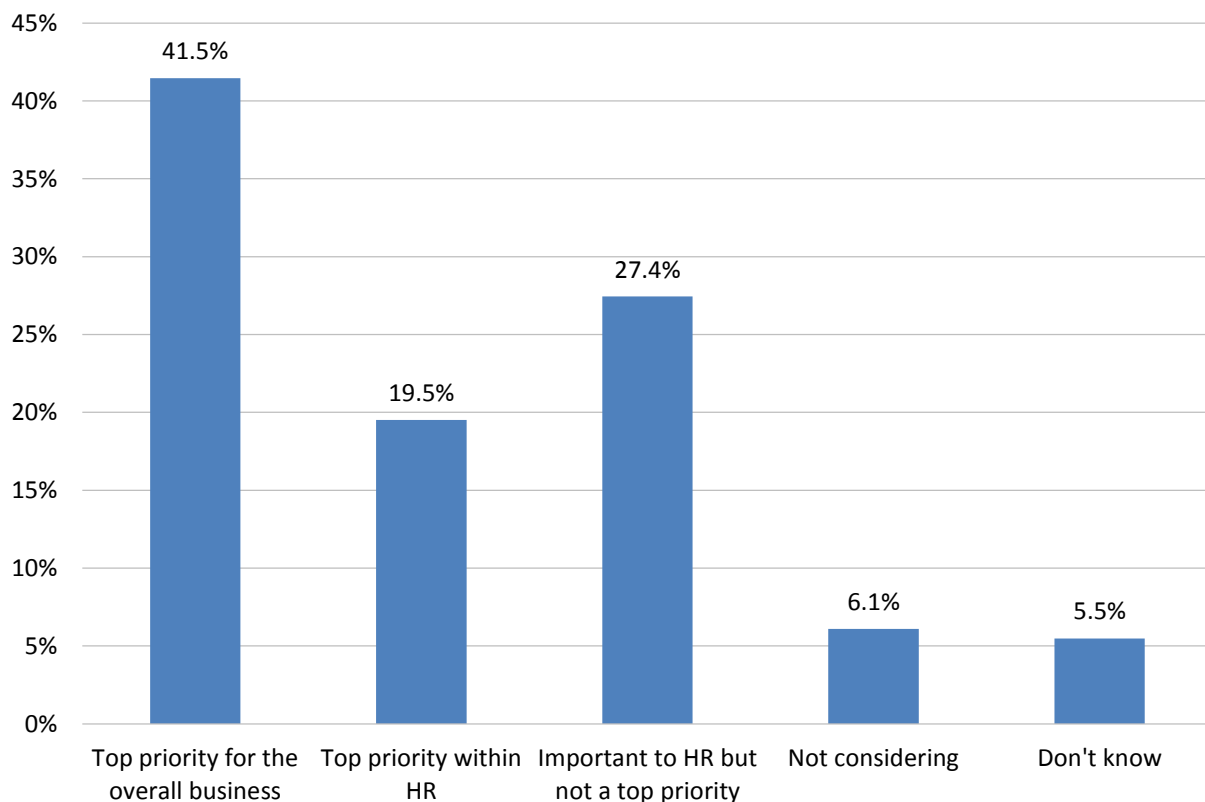


Figure 6 – Workforce planning and analysis importance

The perceived importance of workforce planning and analysis varies by geography, with weighted-mean sentiment highest in EMEA and North America (fig. 7). This year, EMEA

2023 Workforce Planning and Analysis Market Study

respondents are most likely (56 percent) to select *top priority for the overall business*, a choice echoed by 45 percent in Latin America, 39 percent in North America, and 35 percent in Asia Pacific. When we include the top three importance choices (excluding not considering and “don’t know”), the results flatten somewhat, indicating broad awareness and a level of acknowledged importance, at least within the human resources function.

Workforce Planning and Analysis Importance by Geography

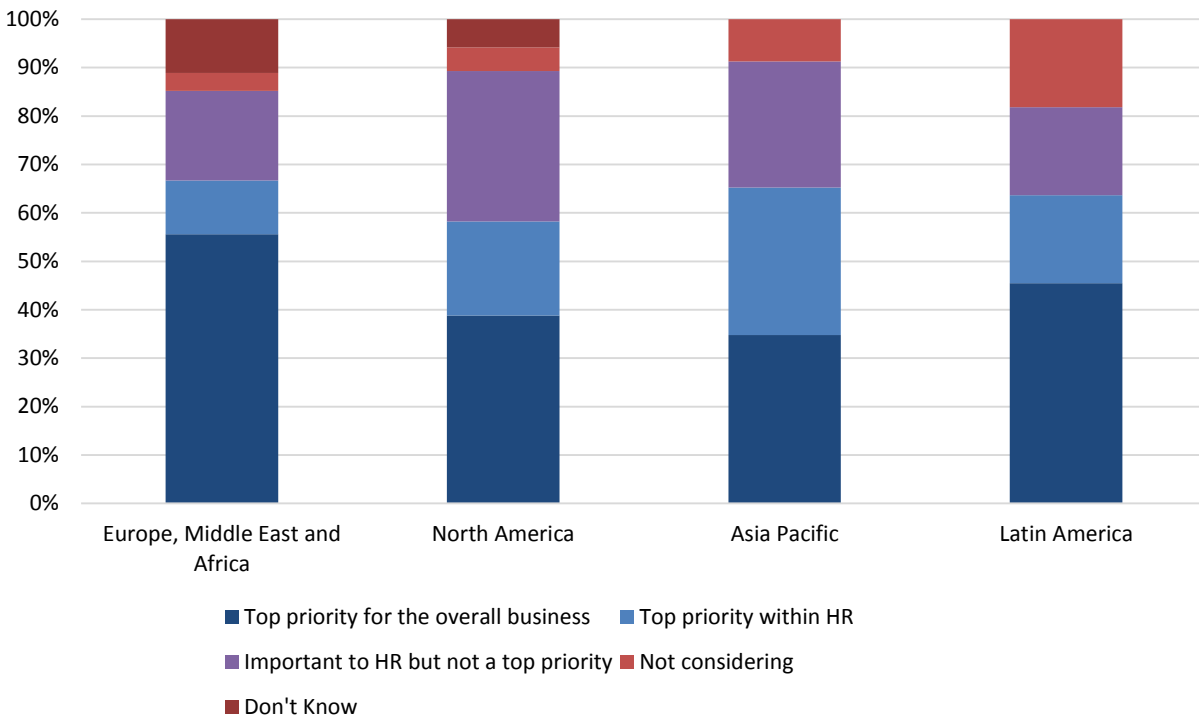


Figure 7 – Workforce planning and analysis importance by geography

Attitudes toward workforce planning and analysis vary according widely to industry in 2023 (fig. 8). *Technology industry* respondents (associated with uniquely skilled, high-

2023 Workforce Planning and Analysis Market Study

demand workforce requirements), are by far (73 percent) most likely to say workforce planning and analysis is a *top priority for the overall business*. *Financial services* is the next most likely (57 percent) to say workforce planning is a top priority for the overall business. After retail and wholesale (44 percent), *top priority for the overall business* scores fall to below 40 percent for all other industries

Workforce Planning and Analysis Importance by Industry

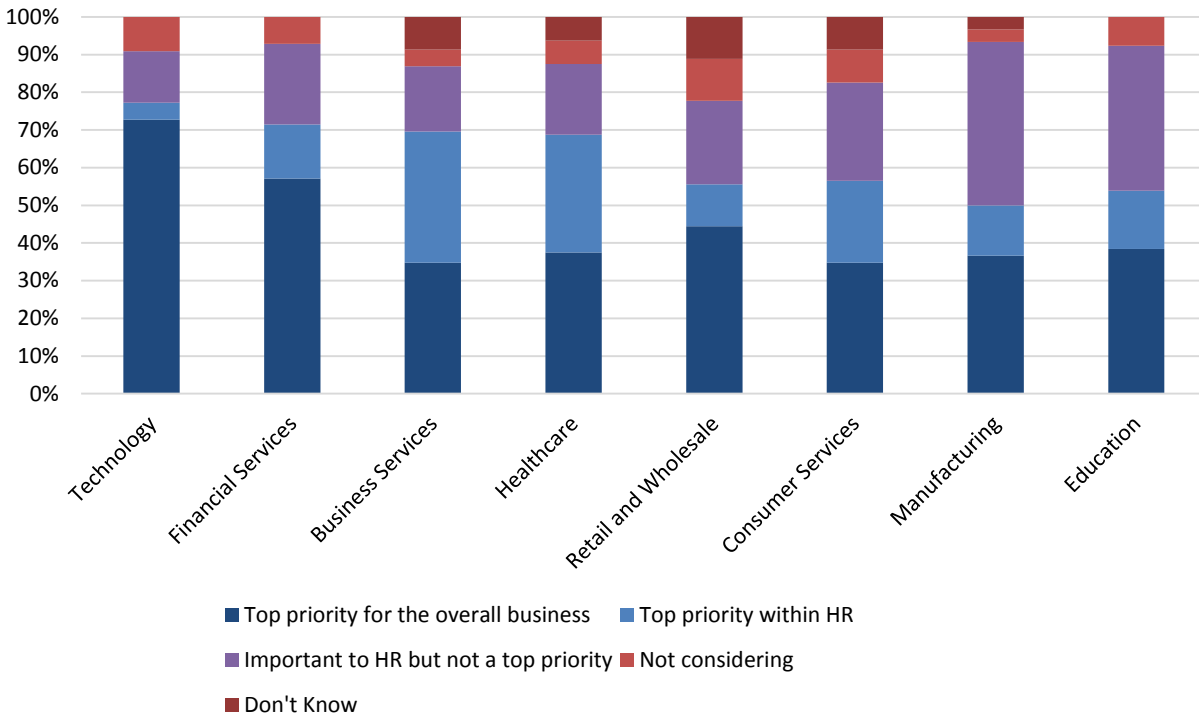


Figure 8 – Workforce planning and analysis importance by industry

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Interest in workforce planning and analysis varies widely and can be concentrated according to function in 2023 (fig. 9). This year, scores of *top priority for the overall business* are by far highest for three functions: *executive management* (60 percent), *BICC* (55 percent), and *finance* (53 percent). *Operations* is by far the least likely to assign high importance to workforce planning and analysis. Fewer than 30 percent in marketing and sales, strategic planning, R&D, and IT say workforce planning is a top priority for the overall business.

Workforce Planning and Analysis Importance by Function

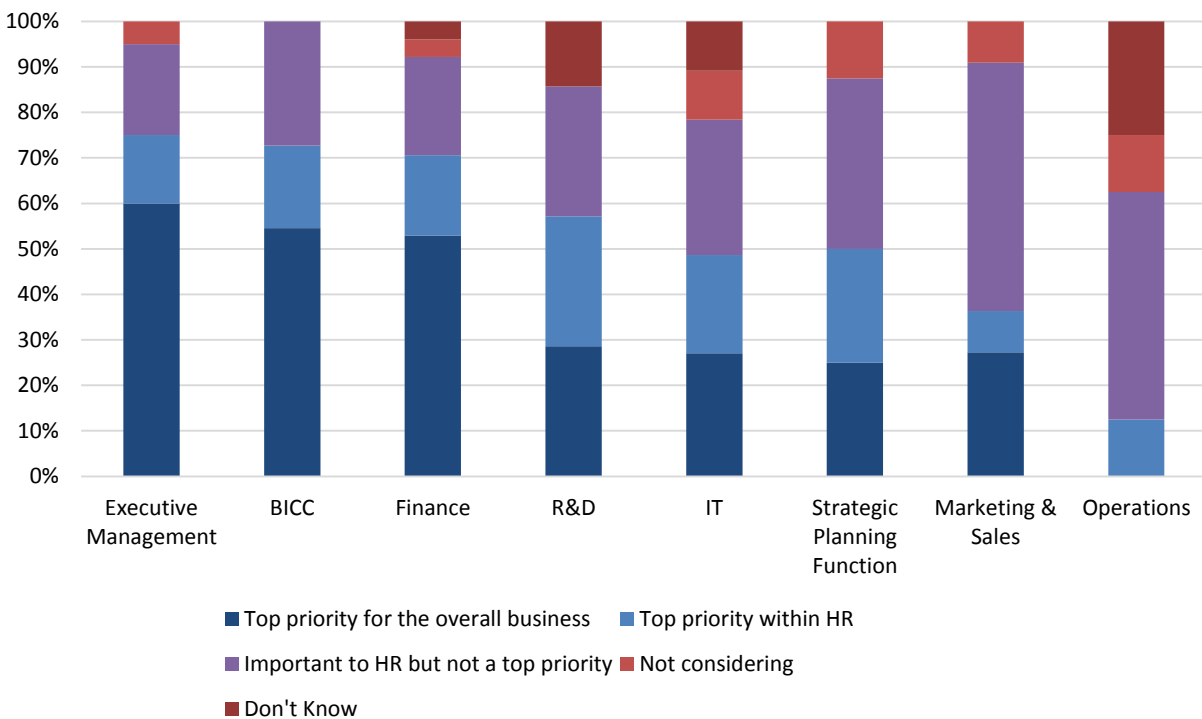


Figure 9 – Workforce planning and analysis importance by function

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The importance of workforce planning and analysis clearly increases with organization size in 2023 (fig. 10). *Very large* (> 10,000 employees) and *large* (1,001-10,000 employees) organizations are much more likely (48-49 percent) than smaller peers (28-37 percent) to report the highest *top priority for the overall business* scores. For all except small organizations (1-100 employees), however, close to 90 percent or more say that workforce planning and analysis is at least *important to HR but not a top priority*.

Workforce Planning and Analysis Importance by Organization Size

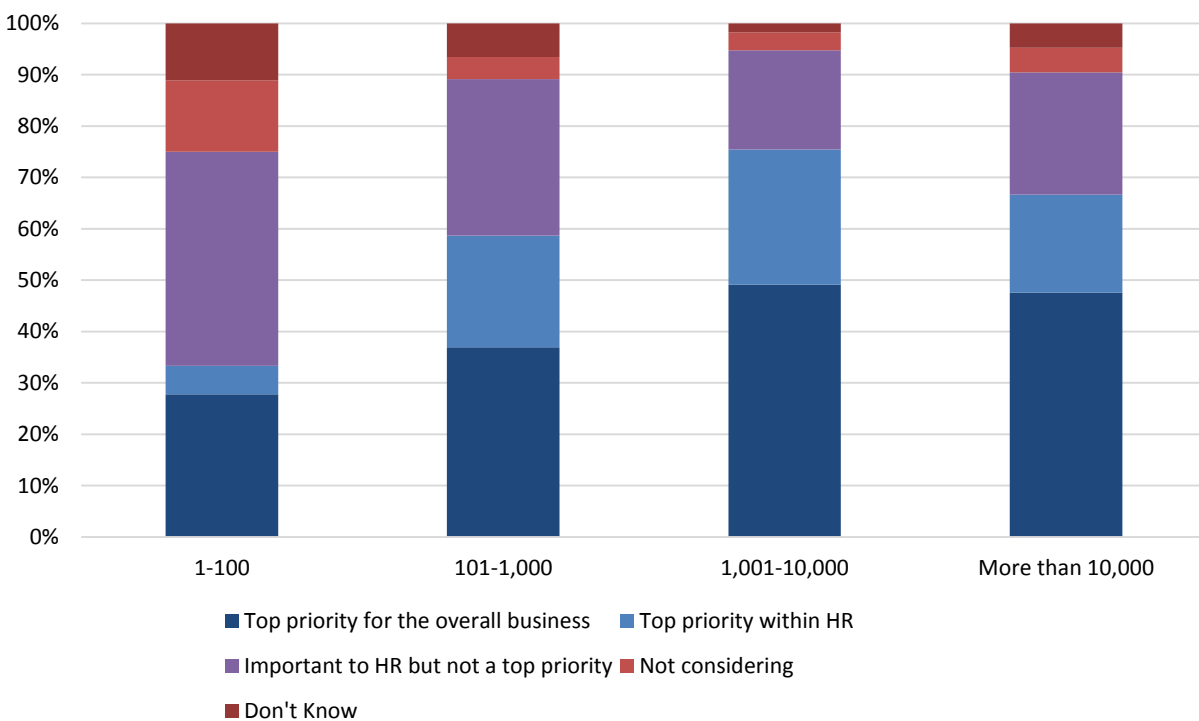


Figure 10 – Workforce planning and analysis importance by organization size

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Organizations that place high importance on workforce planning and analysis are more likely to be successful with business intelligence in general (fig. 11). In 2023, *extremely successful* BI organizations are more likely than any less-successful reporting group to say workforce planning is a *top priority for the overall business*. Additionally, all extremely successful BI organizations say that workforce planning is at minimum, *important to HR but not a top priority*, while all others are more likely to indicate they *don't know* or have *no plans*.

Workforce Planning and Analysis Importance by Success with BI

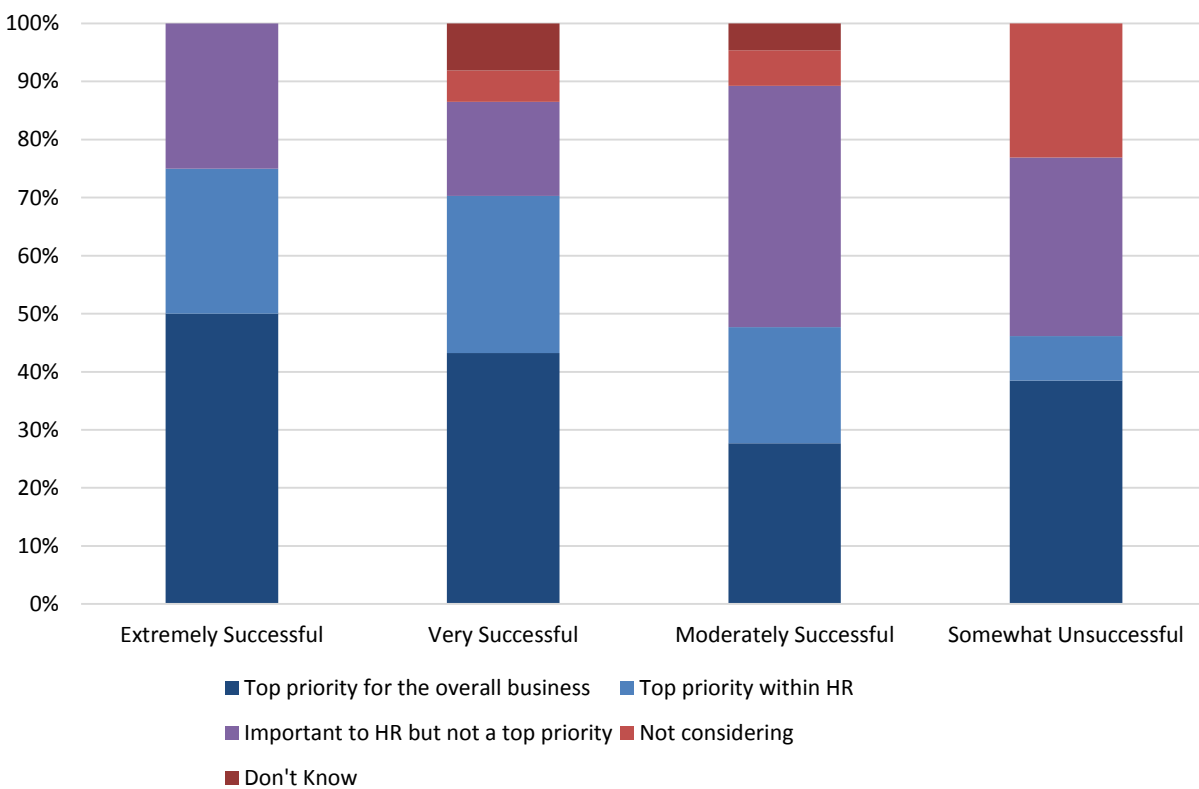


Figure 11 – Workforce planning and analysis importance by success with BI

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Organizations that place high importance on workforce planning and analysis tend to be in existence for more than five years, perhaps a reflection of greater organizational maturity that arrives with company age (fig. 12). Companies that are 5-16 years old report the highest importance, which thereafter declines slightly at organizations of 11 or more years. The falloff might be due in part to legacy processes for managing the workforce; but even so, 95 percent of the oldest companies we sampled say workforce planning and analysis is, at minimum, *important to HR but not the overall business*.

Workforce Planning and Analysis Importance by Company Age

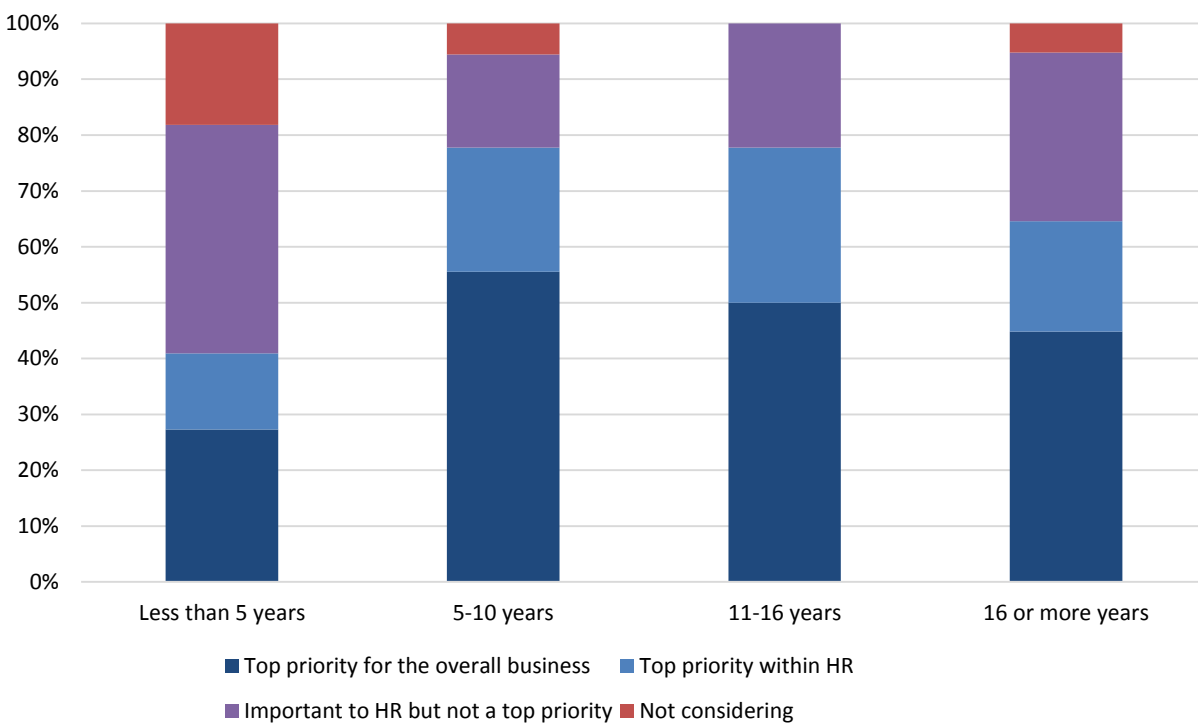


Figure 12 – Workforce planning and analysis importance by company age

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Workforce Planning and Analysis Adoption

We asked organizations about their current use and future plans for workforce planning and analysis adoption (fig. 13). In our inaugural study, a plurality (42 percent) of respondents say they use workforce planning today. Notably, a very large contingent of 30 percent say they will adopt workforce planning in the next 12 months, and another 15 percent say they will adopt in 24 months. Only 13 percent have *no plans*, which makes our overall assessment of use and planned adoption of workforce planning and analysis sentiment very strong.

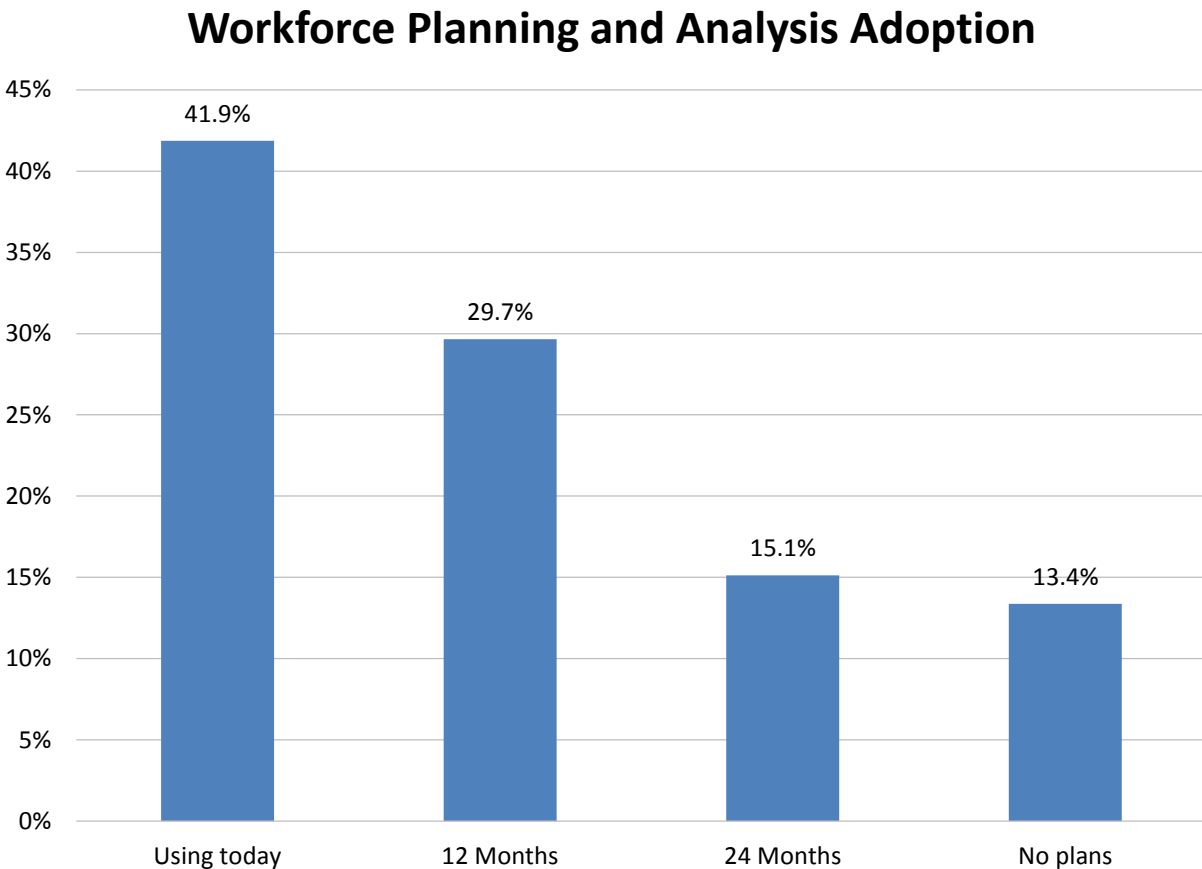


Figure 13 – Workforce planning and analysis adoption

2023 Workforce Planning and Analysis Market Study

Current use and future adoption plans for workforce planning and analysis vary by geography, with overall activity strongest in North America and EMEA (fig. 14). This year, current use is highest in North America (46 percent), followed by EMEA (43 percent), Asia Pacific (30 percent) and Latin America (18 percent). Current plus planned adoption within 12 months is highest in EMEA and North America. Twenty-seven percent of Latin America respondents report “no plans” to use workforce planning and analysis.

Workforce Planning and Analysis Adoption by Geography

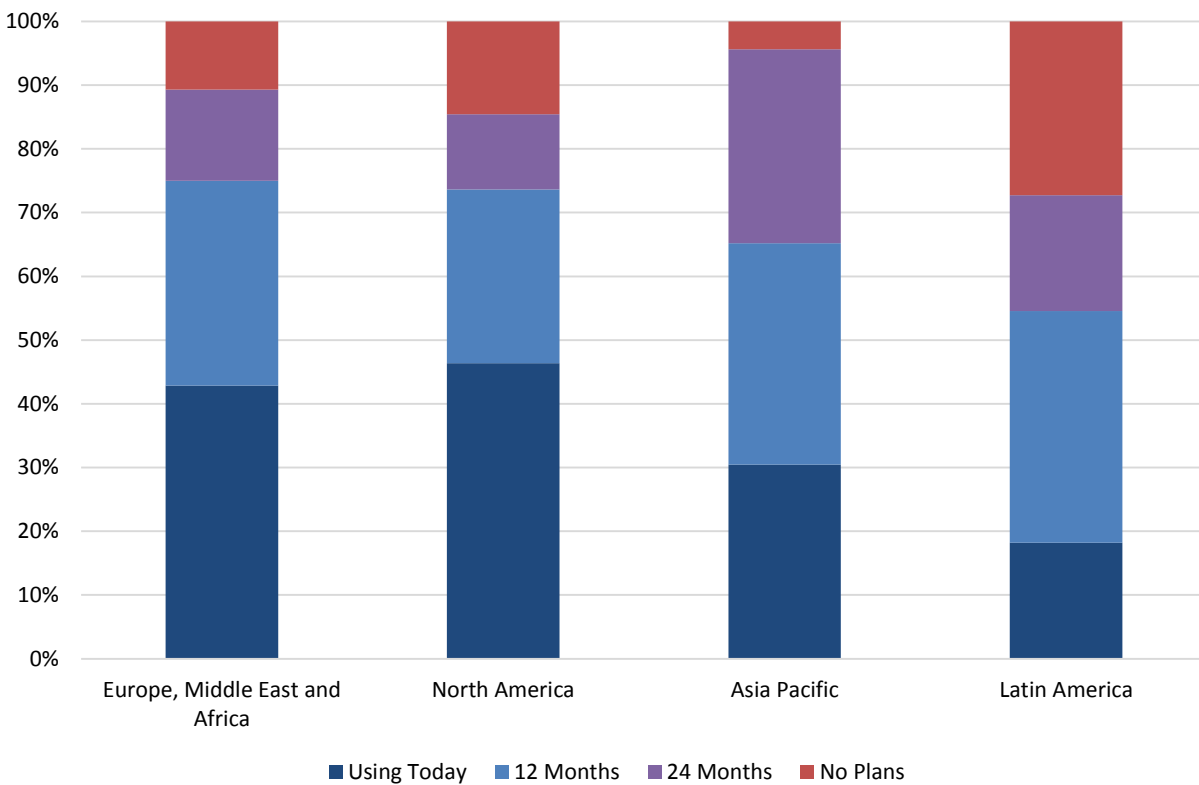


Figure 14 – Workforce planning and analysis adoption by geography

2023 Workforce Planning and Analysis Market Study

Rankings for workforce planning and analysis adoption vary noticeably by industry vertical in 2023 (fig. 15). This year, *technology industry* respondents report the highest level of *current use* (60 percent) and the highest weighted-mean sentiment. Based on current adoption, *financial services* (47 percent), *manufacturing* (45 percent), *retail and wholesale* (44 percent), and *healthcare* (44 percent) report the strongest use of workforce planning and analysis. As we observed in the Executive Summary results, *12-month plans for adoption* are strong and reported to be most aggressive in *business services* (48 percent) and *education* (46 percent).

Workforce Planning and Analysis Adoption by Industry

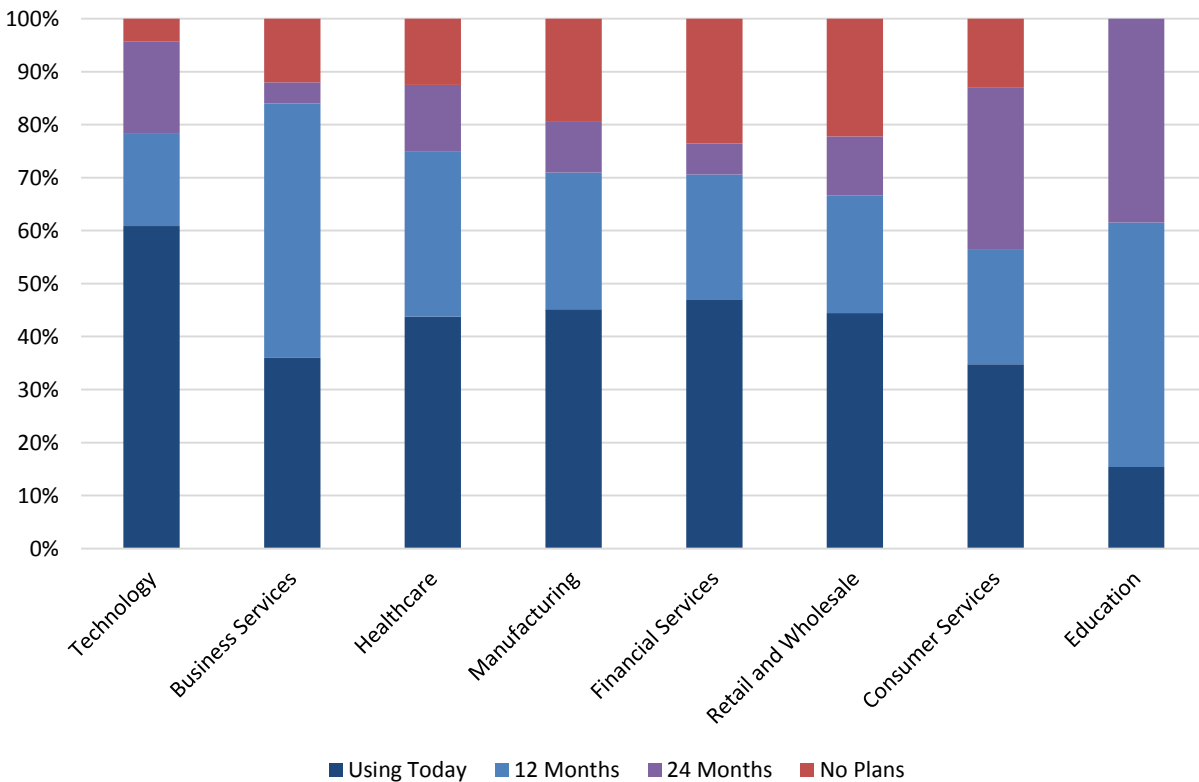


Figure 15 – Workforce planning and analysis adoption by industry

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The use of workforce planning and analysis varies rather widely by function (fig. 16). In our 2023 inaugural study, respondents in the *BICC* are easily most likely to be *current users* (73 percent), a finding that suggests momentum and a strong support role in deployment and upgrading of workforce planning for users in multiple enterprise functions. Interestingly, *finance* respondents are the next most likely users (55 percent), indicating an enterprise budgeting role for staffing requirements. After finance, *executive management*, *marketing and sales*, and *strategic planning* report minority populations of current users, but majorities within 12 months. Also interesting, *operations*, a likely function of ongoing workforce needs, reports the *lowest weighted-mean sentiment* toward workforce planning.

Workforce Planning and Analysis Adoption by Function

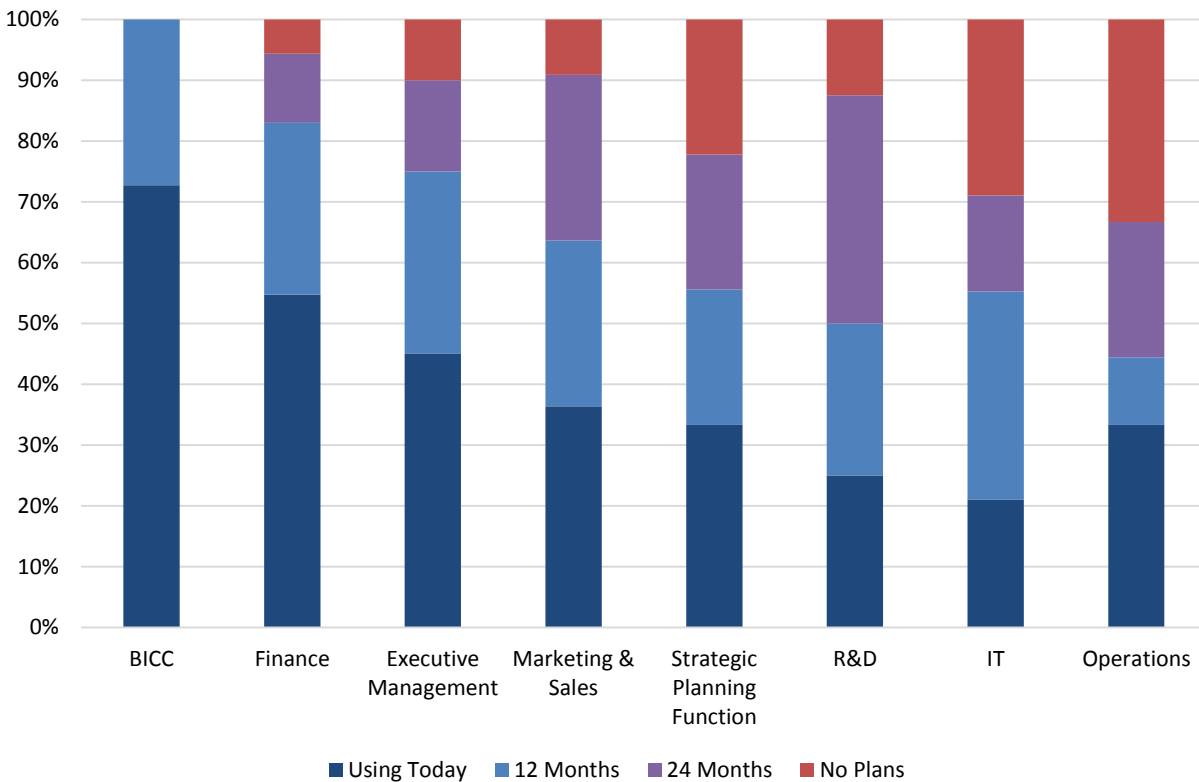


Figure 16 – Workforce planning and analysis adoption by function

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Current use and future plans for workforce planning and analysis increases as organization headcount grows (fig. 17). This year, *very large organizations* (>10,000 employees) have the highest current use (55 percent), a figure that nonetheless feels underpenetrated in the realm of very large workforces. Intuitively, *small organizations* (1-100 employees) are least likely to be current users, have more modest 12-month adoption plans compared to larger peers, and are most likely (27 percent) to have no plans for workforce planning and analysis.

Workforce Planning and Analysis Adoption by Organization Size

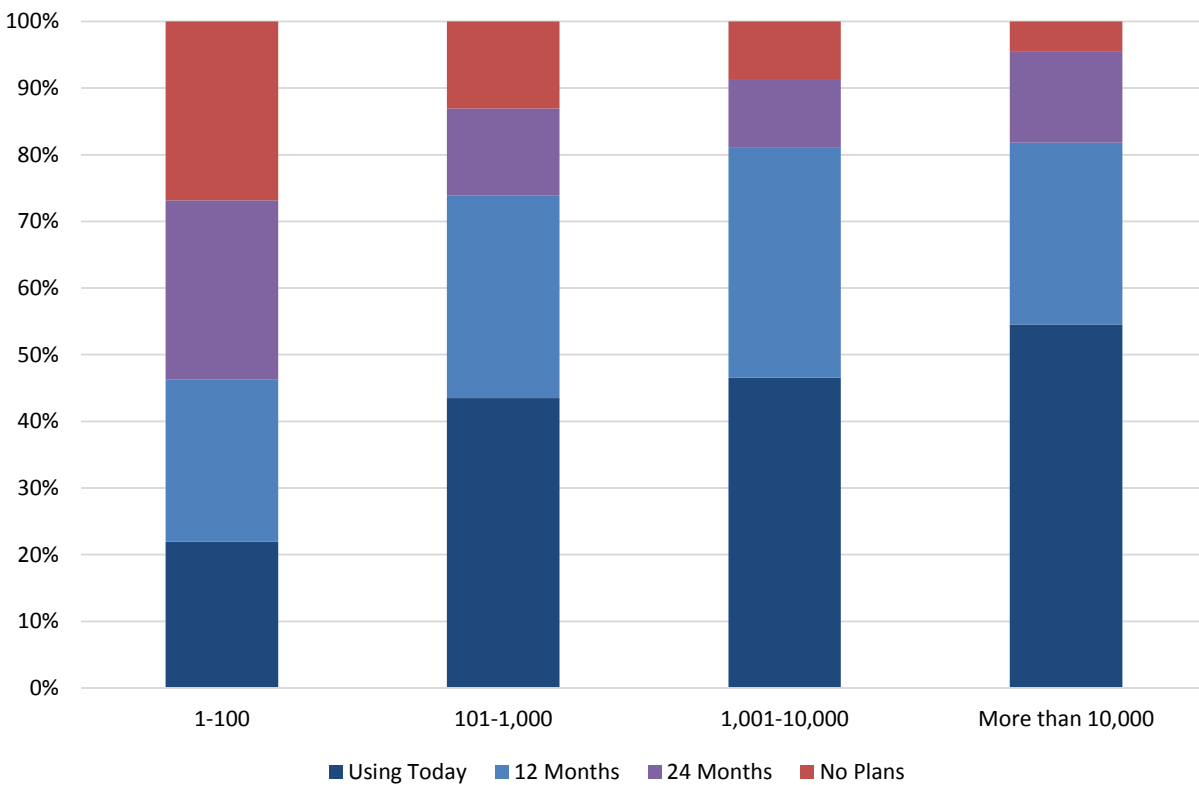


Figure 17 – Workforce planning and analysis adoption by organization size

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Both current use and future plans for using workforce planning and analysis correlate strongly to success with business intelligence in 2023 (fig. 19). This year, 63 percent of *extremely successful* BI organizations are *current users* of workforce planning, compared to 45 percent of *very successful*, 26 percent of *moderately successful*, and just 8 percent of *somewhat unsuccessful* BI organizations. Adding 12-month plans extrapolates this effect: close to 90 percent of extremely successful BI organizations say they are or will be using workforce planning and analysis in 12 months. Correspondingly, the likelihood of *no plans* for workforce planning use increases as success with BI decreases.

Workforce Planning and Analysis Adoption by Success with BI

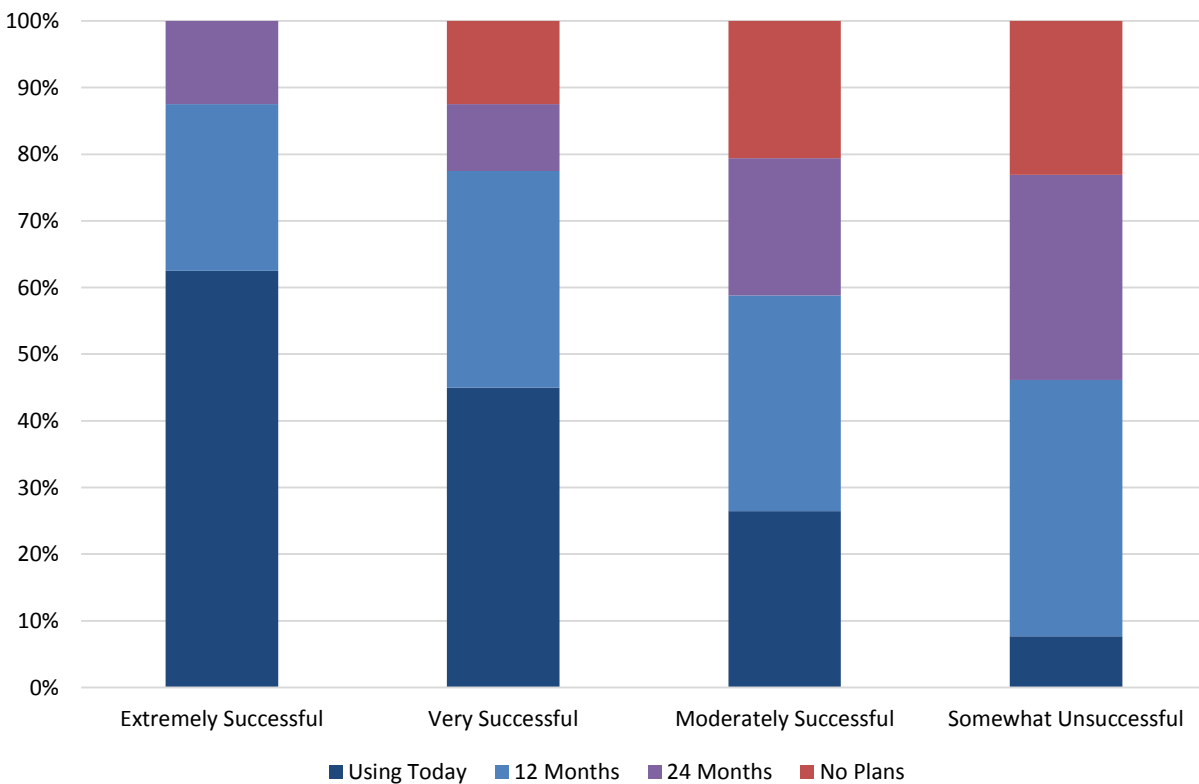


Figure 18 – Workforce planning and analysis adoption by success with BI

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Workforce Planning and Analytics Users

For our inaugural study, we asked respondents, “Who are / will be the users of workforce planning and analysis?” Quite predictably, respondents say *human resources* (56 percent) is the *most likely primary user*, followed by *finance* (47 percent), and *operations* (35 percent) (fig. 19). Workforce planning and analysis is also an area of likely periodic high importance in multiple functions, and secondary user populations are correspondingly strong across multiple functions.

Workforce Planning and Analysis Users

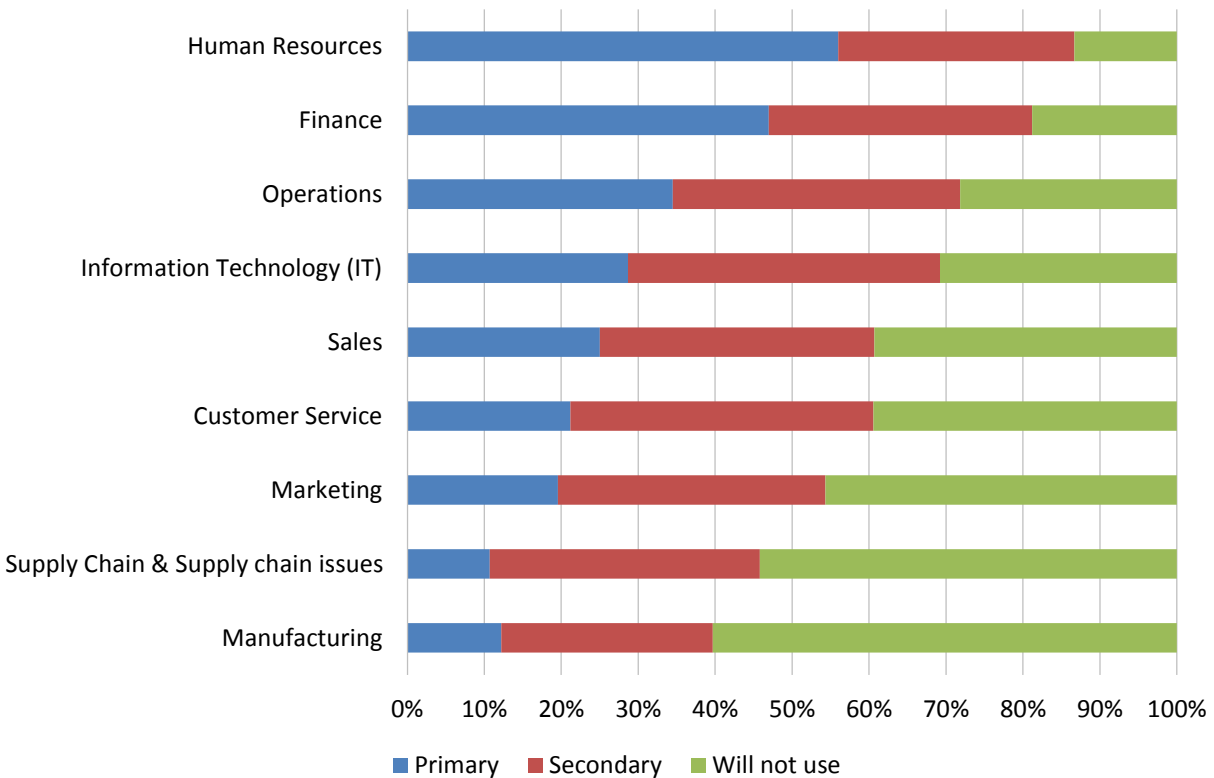


Figure 19 – Workforce planning and analysis users

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Users of workforce planning and analysis vary broadly by geographic region in 2023 (fig. 20). This year, users in *human resources* and *finance* are most likely in *North America*, and least likely in *Asia Pacific*. Conversely, we observe the largest concentrations of primary and secondary users in operations, customer service, and manufacturing are most often in EMEA, at levels well ahead of North America peers. *Latin America* respondents lead use among *IT* respondents, while *marketing* usage is slightly more important in *Asia Pacific*.

Workforce Planning and Analysis Users by Geography

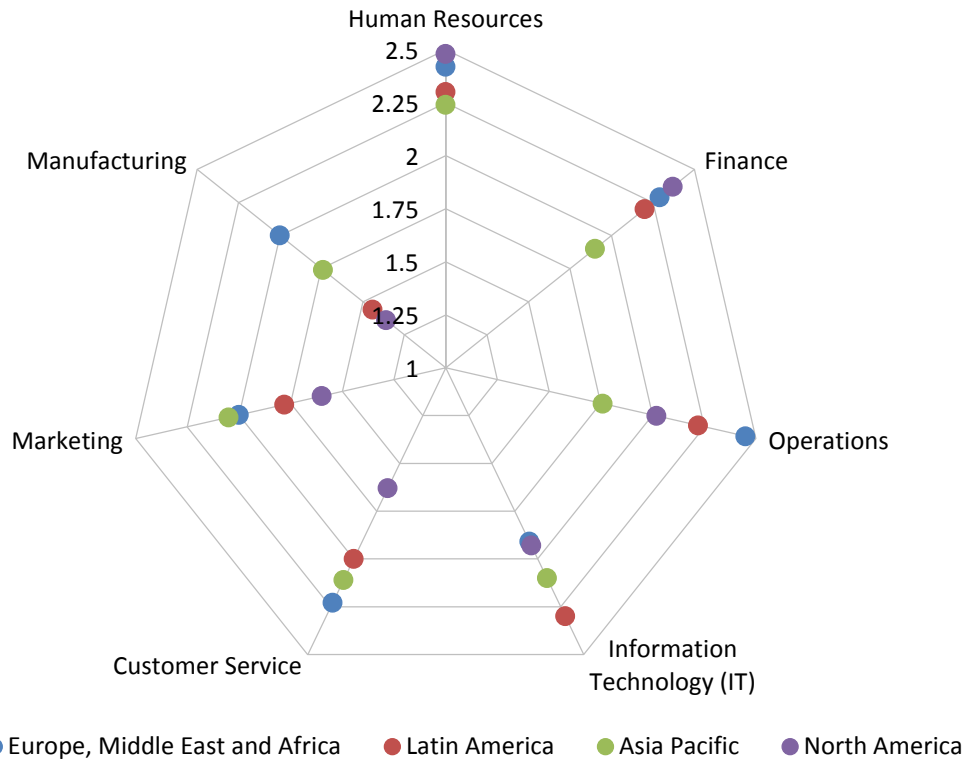


Figure 20 – Workforce planning and analysis users by geography

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The users of workforce planning and analysis in 2023 vary somewhat erratically by industry (fig. 21). For example, HR adoption is highest in *healthcare* and *consumer services*. In finance, workforce planning is also expectedly high in *financial services*, but much lower in healthcare. Among many notable examples, *IT* users of workforce planning are most often in technology and least found in healthcare. *Marketing* users are most numerous in *retail and wholesale* and least numerous in financial services.

Workforce Planning and Analysis Users by Industry

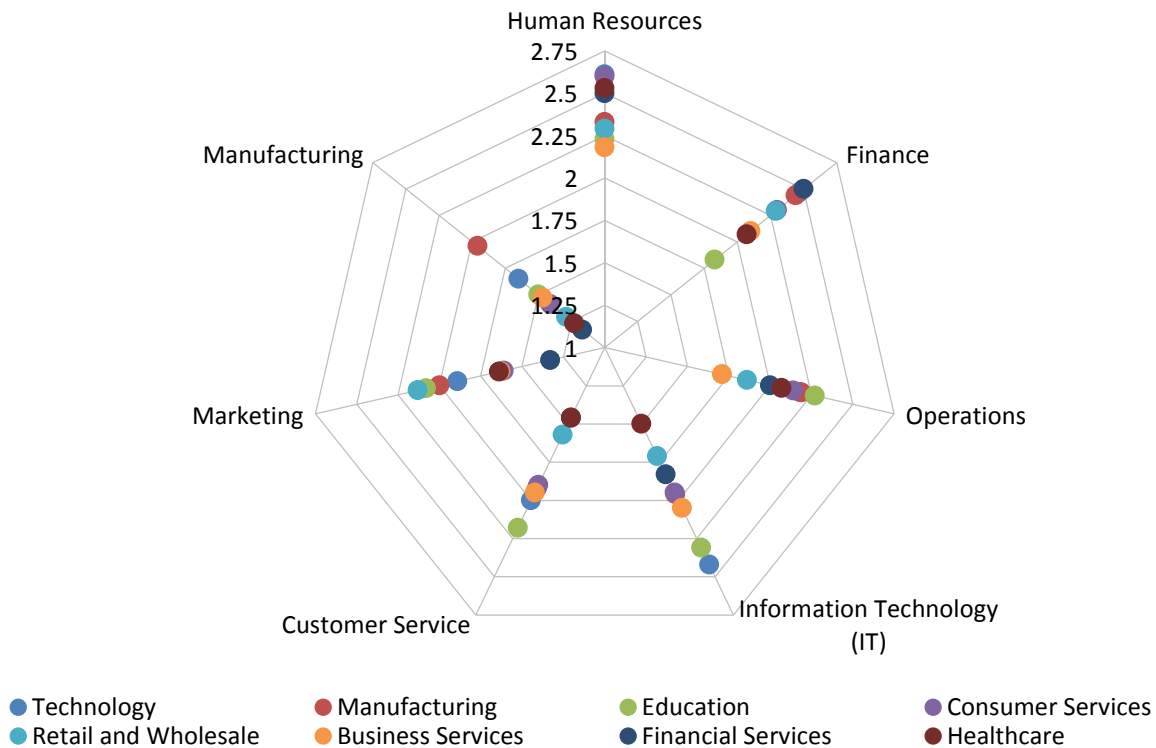


Figure 21 – Workforce planning and analysis users by industry

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Users of workforce planning and analysis vary broadly according to organization size in 2023 (fig. 22). This is partly accounted for by the fact that our question samples primary and secondary users as a percentage and not a sum of different-sized workforces. This year, for example, *human resource* users are most common (by percentage) in *midsized* organizations (101-1,000 employees), followed by *large* (1,001-10,000 employees), *very large* (>10,000 employees) and, finally, *small* (1-100 employees) organizations. Somewhat intuitively, the largest percentages of users in finance, IT, and Marketing are found in *very large* organizations.

Workforce Planning and Analysis Users by Organization Size

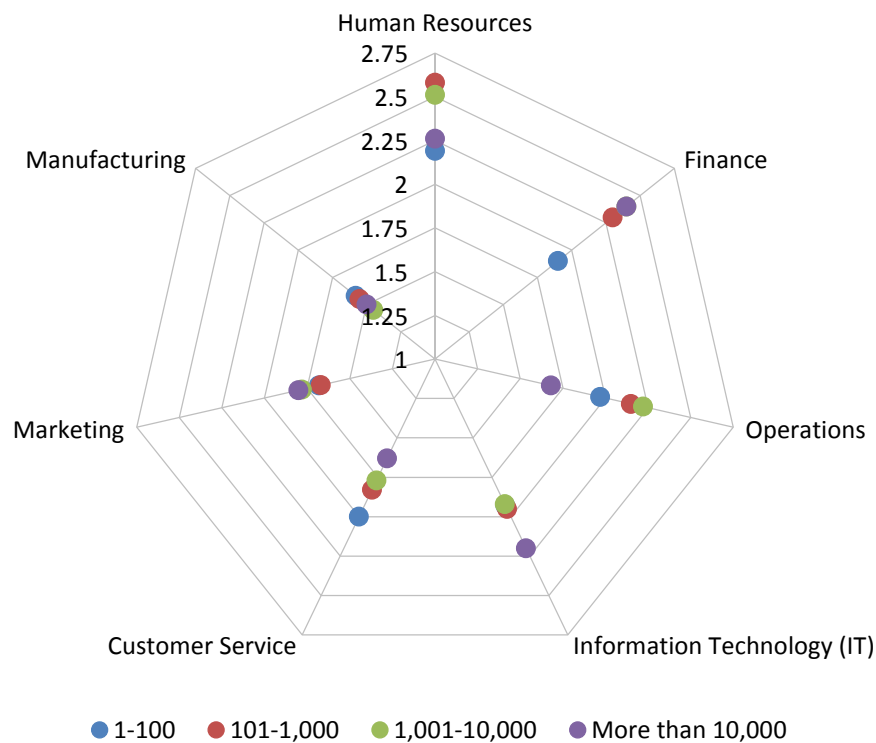


Figure 22 – Workforce planning and analysis users by organization size

2023 Workforce Planning and Analysis Market Study

Success with BI broadly correlates to the users of workforce planning and analysis but varies with function (fig. 23). This year, for example, all levels of success (versus lack of success) correlate with HR use, but *finance* use of workforce planning is more common in *extremely successful* BI organizations. Less-affirmative measures of success are associated with the use of workforce planning and analysis in *operations* and *IT*.

Workforce Planning and Analysis Users by Success with BI

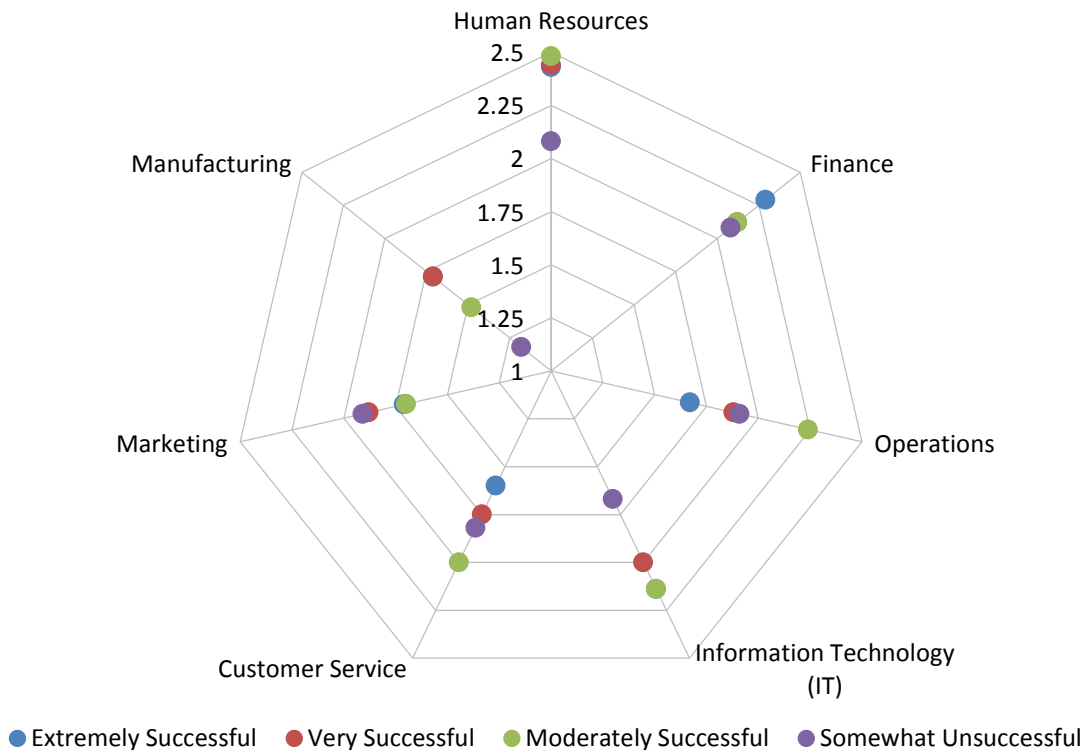


Figure 23 – Workforce planning and analysis users by success with BI

2023 Workforce Planning and Analysis Market Study

Workforce Planning Capabilities

We asked respondents to “assign the importance associated with” a list of 17 workforce planning capabilities (fig. 24). In 2023, the top two features, *workforce planning per employee, organization and vacancy* and *workforce compensation planning and scenario simulation*, stand out in unique scores of *critical* and cumulative scores of at least *very important*, and *important*. The next four most important capabilities are at least *very important* to more than half of respondents. In sum, a breadth of capabilities is relevant and important to users of workforce planning.

Workforce Planning Capabilities

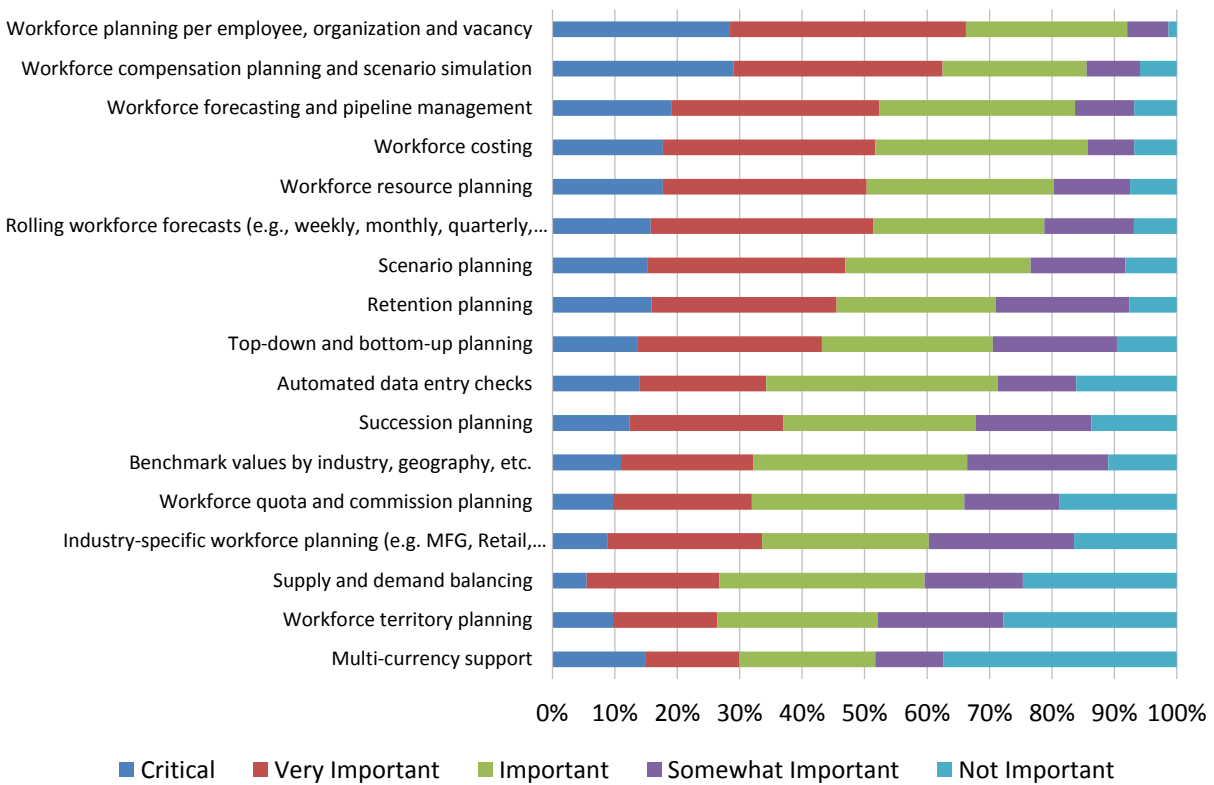


Figure 24 – Workforce planning capabilities

2023 Workforce Planning and Analysis Market Study

Viewed by geography, workforce planning capabilities reveal breakouts of interest that are nearly always highest in Asia Pacific (fig. 25). This year, the top two features, *workforce planning per employee, organization and vacancy* and *workforce compensation planning and scenario simulation*, are most important to respondents in North America and Asia Pacific. All but one other capability (*multi-currency support*) is clearly and often extremely most popular with Asia Pacific respondents. Despite relatively strong adoption (fig. 14, p. 28), EMEA respondents most often (and often North America respondents) post below-average interest in workforce planning capabilities.

Workforce Planning and Analytics Capabilities by Geography

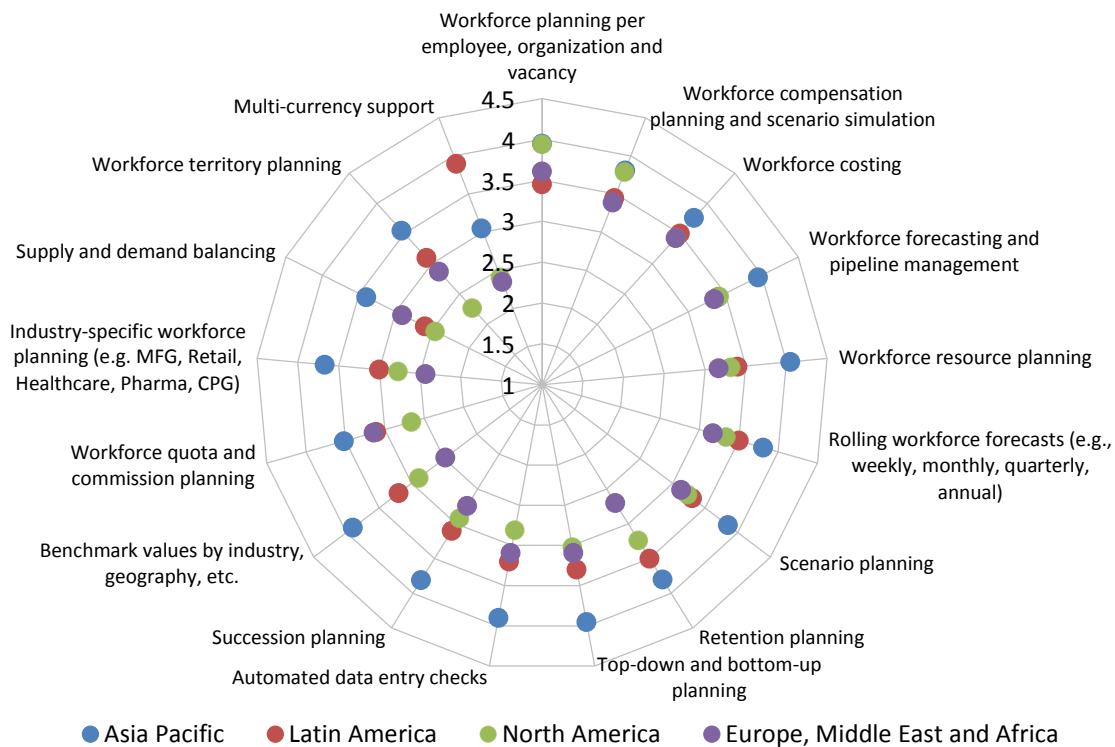


Figure 25 – Workforce planning capabilities by geography

2023 Workforce Planning and Analysis Market Study

By industry, workforce planning capabilities are almost always highest among respondents in *technology* (fig. 26). Excluding technology, we observe industry-specific areas of high and lesser interest. For example, *workforce planning per employee* resonates strongly in *business services* and *healthcare*; *workforce costing*, *pipeline management*, and *resource planning* are of highest interest in the *education* vertical; and *scenario planning* resonates strongly in financial services.

Workforce Planning Capabilities by Industry

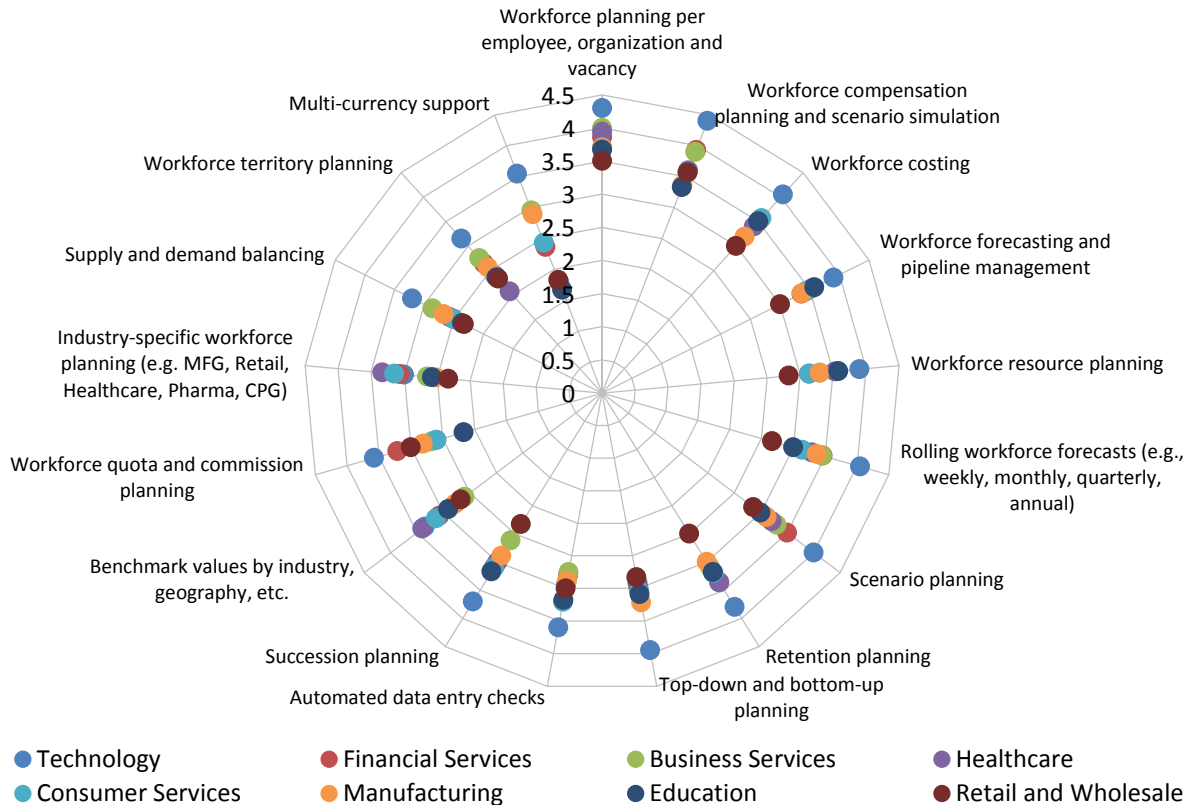


Figure 26 – Workforce planning capabilities by industry

2023 Workforce Planning and Analysis Market Study

Sentiment toward workforce planning capabilities show specific areas of interest by function in 2023 (fig. 27). This year, areas of high interest to *BICC* respondents include *workforce planning per employee, organization and vacancy*, *workforce costing*, *rolling forecasts*, *scenario planning*, and lesser capabilities that might be current areas where the BICC is supporting deployments. *Workforce compensation planning and scenario simulation* is of expectedly high interest to *finance* respondents, while *workforce resource planning* is of high interest to *R&D*, which might be a sign of internal development. Lesser priorities of *supply and demand balancing* and *workforce territory planning* are nonetheless of high interest to *marketing and sales* respondents.

Workforce Planning and Analytics Capabilities by Function

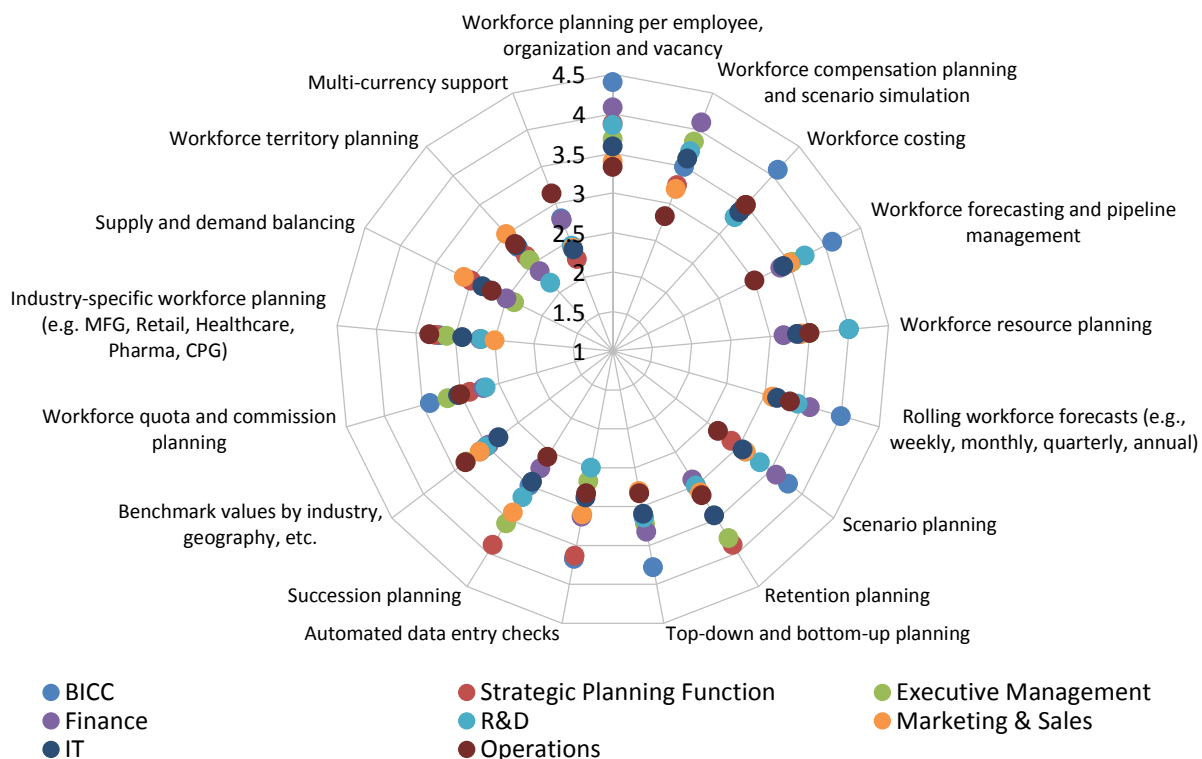


Figure 27 – Workforce planning capabilities by function

2023 Workforce Planning and Analysis Market Study

Sentiment toward workforce planning capabilities often but not exclusively correlates to organization size in 2023 (fig. 28). Some areas, including *workforce compensation planning and scenario simulation* and *scenario planning*, become distinctly more important as organization headcount increases. Other areas, including *workforce forecasting and pipeline development* and *retention planning*, are of similar interest to *small* as well as *larger* organizations. Most often, though, *small* organizations (1-100 employees) report the lowest interest in workforce planning capabilities.

Workforce Planning Capabilities by Organization Size

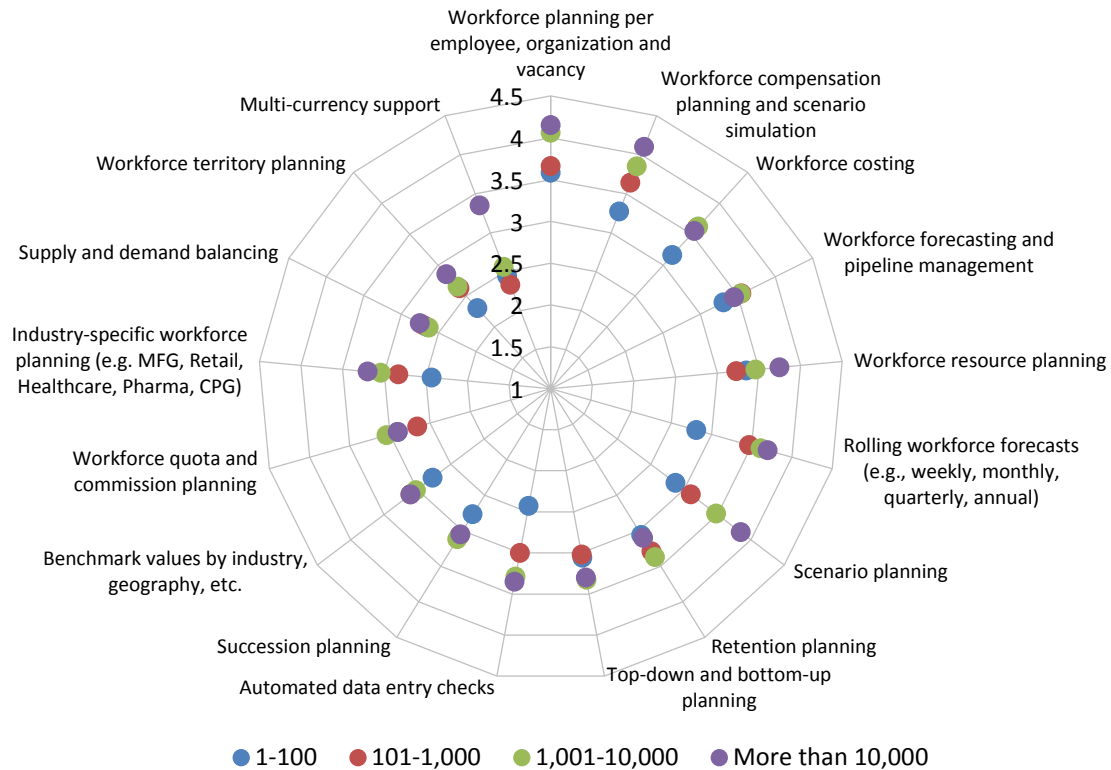


Figure 28 – Workforce planning capabilities by organization size

2023 Workforce Planning and Analysis Market Study

Sentiment toward workforce planning capabilities clearly, uniformly, and often dramatically correlates positively with success with business intelligence in 2023 (fig. 29). Some areas, including the top choices and discrete areas such as *scenario planning* vary most widely according to success with BI. *Somewhat unsuccessful* BI organizations invariably have the lowest sentiment toward workforce planning capabilities.

Workforce Planning Capabilities by Success with BI

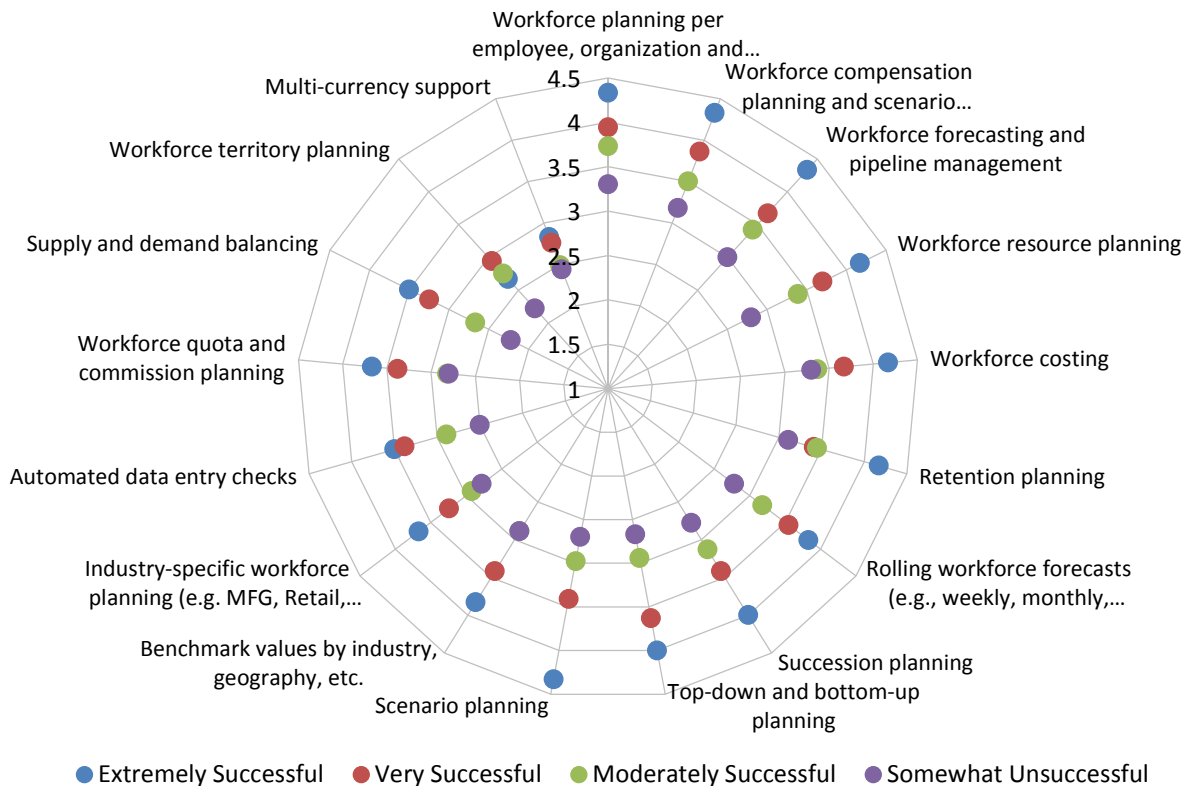


Figure 29 – Workforce planning capabilities by success with BI

2023 Workforce Planning and Analysis Market Study

Workforce Analysis Priorities

We asked respondents to “assign the importance associated with” a list of 23 workforce analysis capabilities (fig. 30). This year, the top five priorities, *compensation, headcount and core demographics, year-end projections and forecasting, retention, and engagement and recognition*, are all *critical* to around 20 percent, and at least *very important* to between 54 and 61 percent of respondents. The top 10 features are at least *important* to about 80 percent or far more recipients. In sum, a breadth of priorities is relevant and important to users of workforce analysis.

Workforce Analysis Priorities

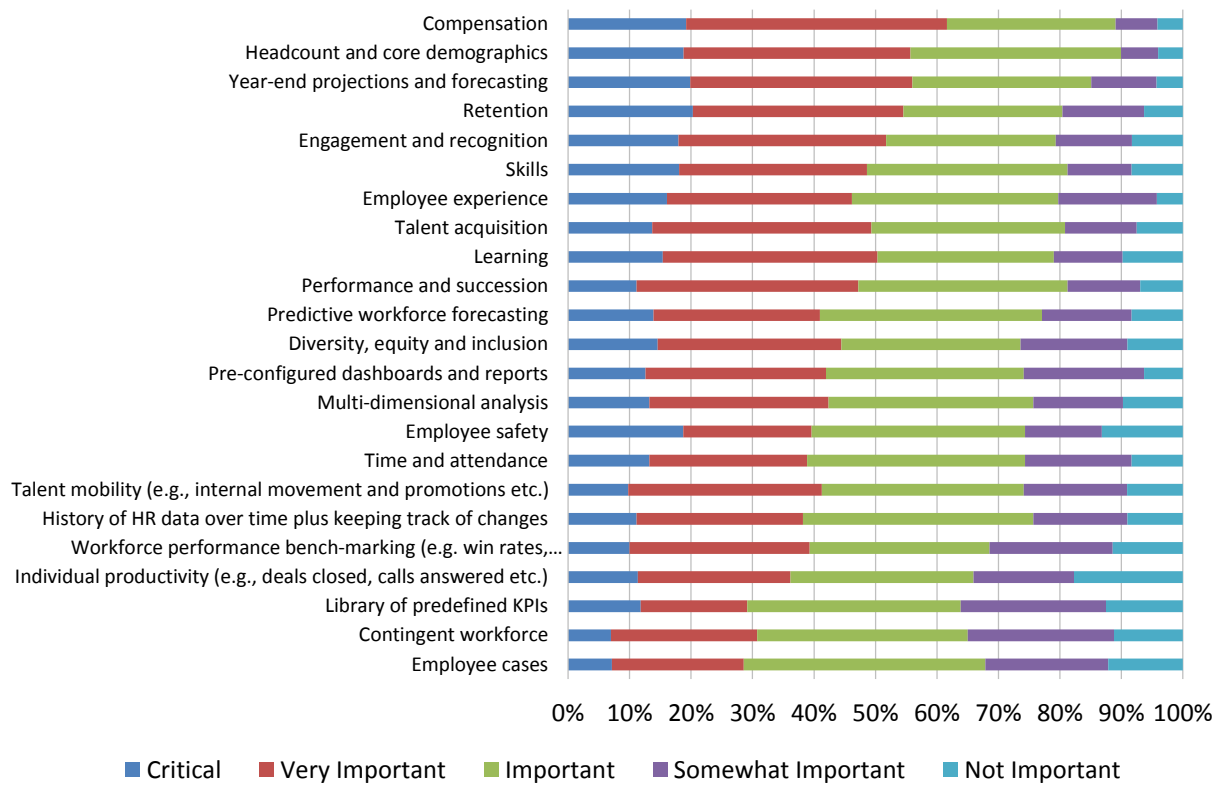


Figure 30 – Workforce analysis priorities

2023 Workforce Planning and Analysis Market Study

Viewed by geography, workforce analysis capabilities almost always receive the highest relevance scores by respondents in *Asia Pacific* and *Latin America*, often well ahead of North America and EMEA (fig. 31). Asia Pacific and most Latin America respondents give *very important* (4.0) or greater scores to seven of eight top picks including *compensation, headcount and core demographics, engagement and recognition*, and others. By comparison, most North America and EMEA respondent scores for analysis priorities are in the range of greater than *important*, and all are less than *very important*.

Workforce Analysis Priorities by Geography

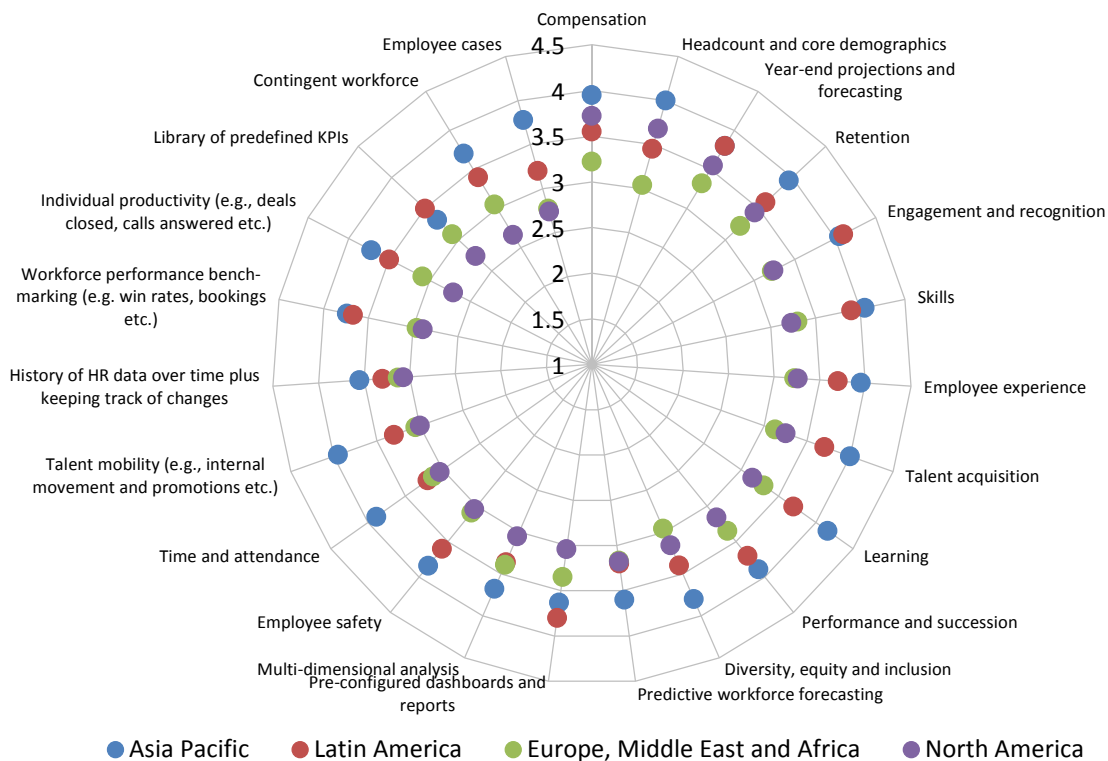


Figure 31 – Workforce analysis priorities by geography

2023 Workforce Planning and Analysis Market Study

Sentiment toward workforce analysis capabilities varies widely according to industry in 2023 (fig. 32). This year, respondents in *technology* organizations lead interest in several analysis priorities, including the top six overall and several lower-ranked capabilities. Excluding technology, respondents in *healthcare* and *education* report high interest in *year-end projections and forecasting*.

Workforce Analysis Priorities by Industry

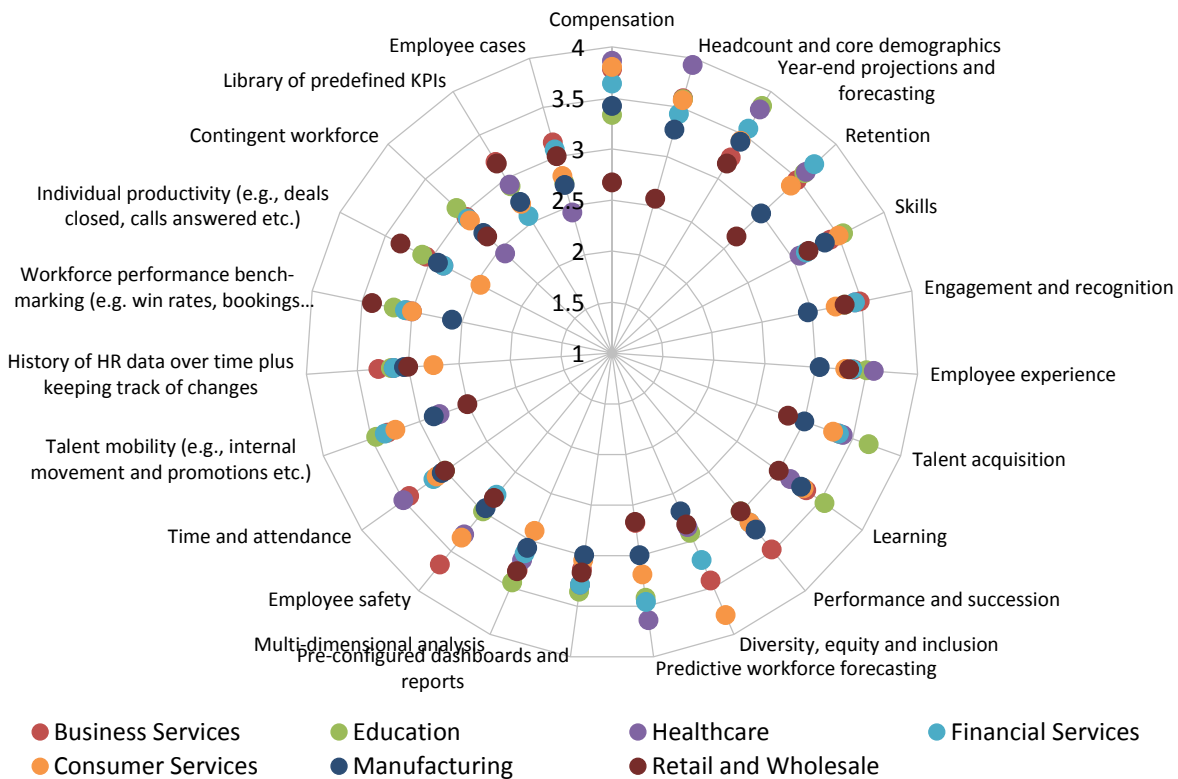


Figure 32 – Workforce analysis priorities by industry

2023 Workforce Planning and Analysis Market Study

Interest in embedded workforce analysis priorities varies unevenly by function in 2023 (fig. 33). *Finance* respondents give high scores to the top two features, *compensation* and *headcount and core demographics*. BICC respondents give slightly highest marks to *year-end projections and forecasting* and *performance and succession*. Among many other observations, *executive management* respondents report the highest scores for *retention*, *engagement and recognition*, *learning*, and *individual productivity*.

Workforce Analysis Priorities by Function



Figure 33 – Workforce analysis priorities by function

2023 Workforce Planning and Analysis Market Study

Viewed by organizations size, interest in workforce planning and analysis is often but not always a large organization phenomenon (fig. 34). Interest in all but two areas is highest in either *very large* (>10,000 employees) or *large* (1,001-10,000 employees) organizations. The exceptions, *talent acquisition* and *learning*, are slightly most important in *midsized* organizations (101-1,000 employees). Areas of the most common (clustered) interest by size include *employee experience*, *talent acquisition*, and *performance and succession*. Areas of widely distributed interest include *compensation*, *headcount and core demographics*, *pre-configured dashboards*, and still more areas where higher headcounts merit analysis.

Workforce Analysis Priorities by Organization Size

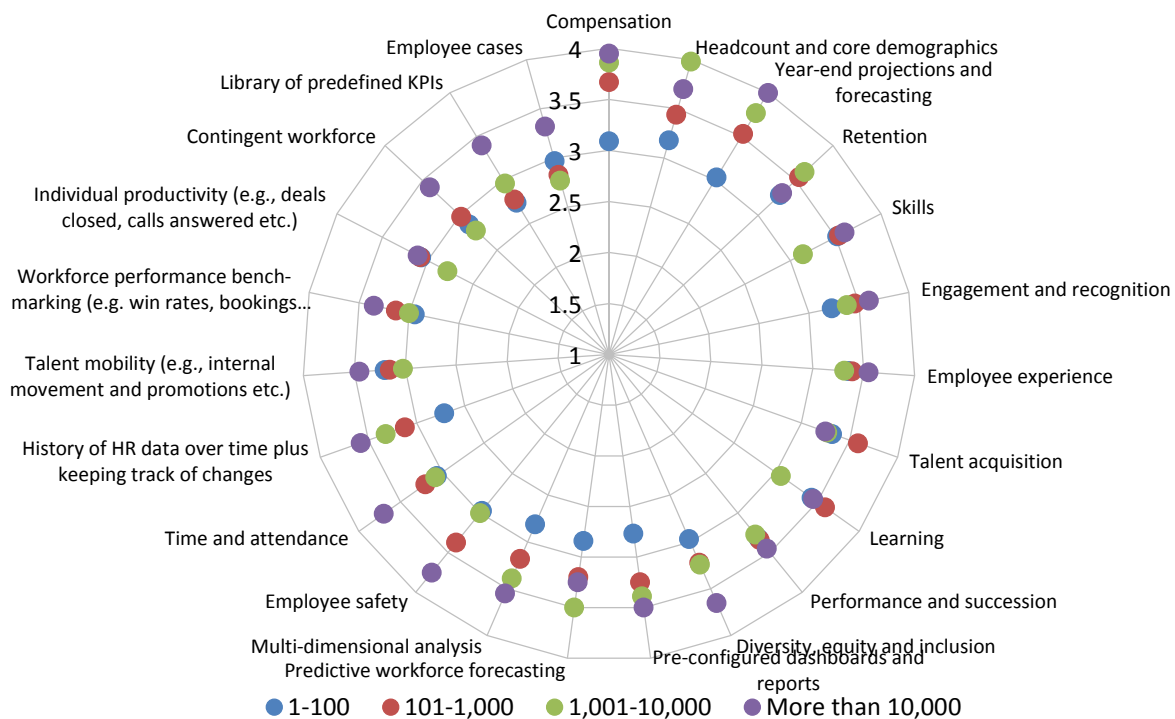


Figure 34 – Workforce analysis priorities by organization size

2023 Workforce Planning and Analysis Market Study

High interest in workforce analysis priorities correlates strongly and positively in organizations that are successful with business intelligence (fig. 35). Indeed, *extremely successful* BI organizations post the highest scores for most priorities, often by wide margins. The highest weighted-mean scores of > 4.0 (> *very important*) are in analysis areas of *skills, compensation, retention, diversity, equity and inclusion, and engagement and recognition*.

Workforce Analysis Priorities by Success with BI

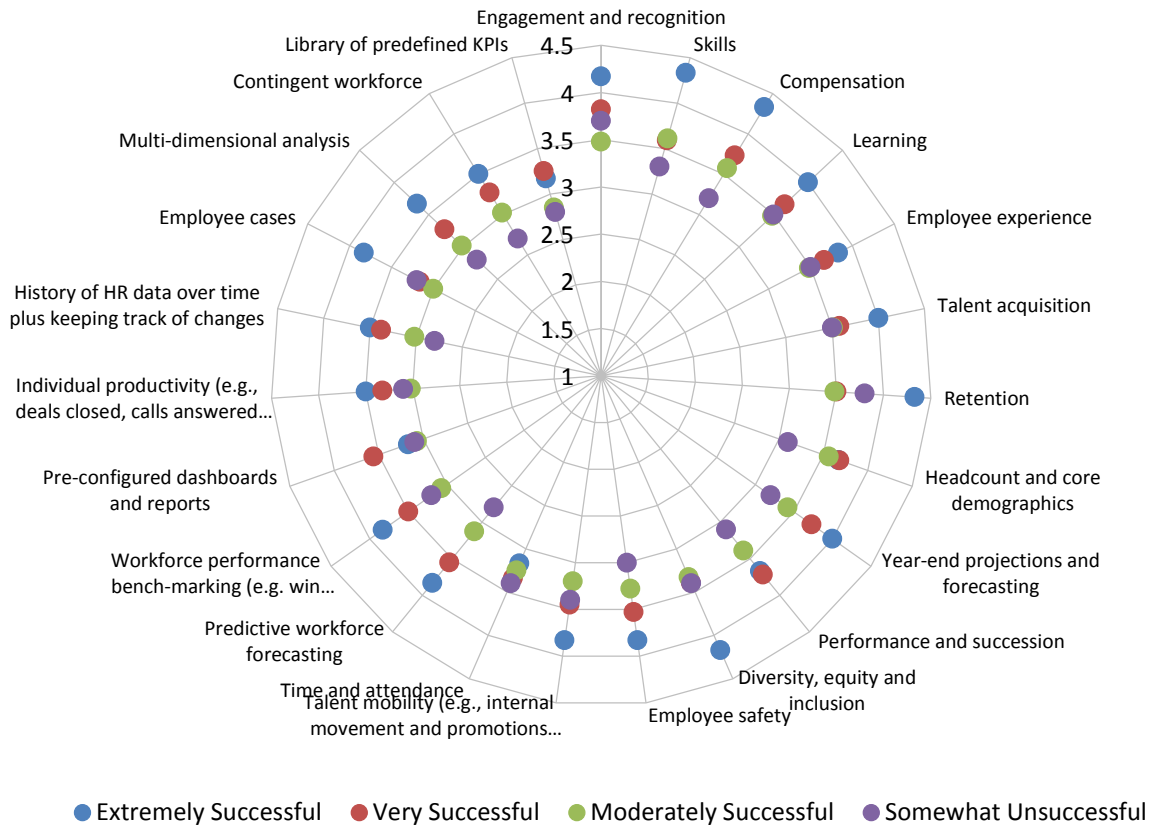


Figure 35 – Workforce analysis priorities by success with BI

2023 Workforce Planning and Analysis Market Study

Organizations that are older, that may have entrenched legacy workforce practices, are less likely to have high sentiment and interest toward workforce analysis priorities (fig. 36). Said another way, our data suggest younger organizations of *less than five years* and especially those of *five to 10 years* existence place a higher priority upon applications for workforce analysis. The depth of this gap is keenly expressed in key areas including *compensation, year-end projections and forecasting, and retention*. We would expect that *older organizations* are more likely to concentrate legacy workforce analysis in practices in HR, strategic planning, or finance.

Workforce Analysis Priorities by Company Age

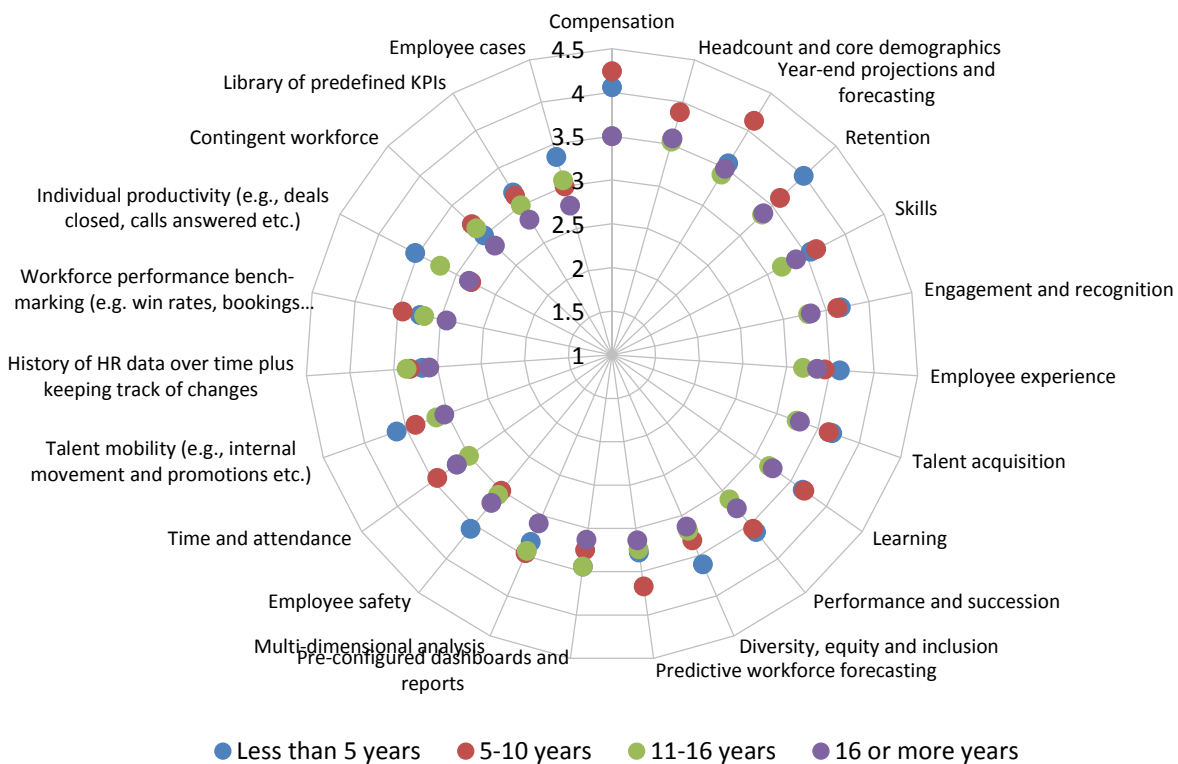


Figure 36 – Workforce analysis priorities by company age

2023 Workforce Planning and Analysis Market Study

Embedded Workforce Data Access and Manipulation

We asked respondents to “assign the importance associated with” a list of seven workforce data access and manipulation capabilities in 2023 (fig. 37). The two most popular, *utilize and update multiple hierarchies* and *unify data from multiple source systems*, receive the highest *critical* scores and are, at minimum, *very important* to more than 50 percent of respondents. The next three most important capabilities (*cleanse and transform raw data from source systems*, *map and re-map data over time*, and *pipe people data into other components*) are at least *very important* to more than 40 percent of respondents. In sum, respondents find relevance and importance to all seven workforce data access and manipulation capabilities.

Workforce Data Access and Manipulation

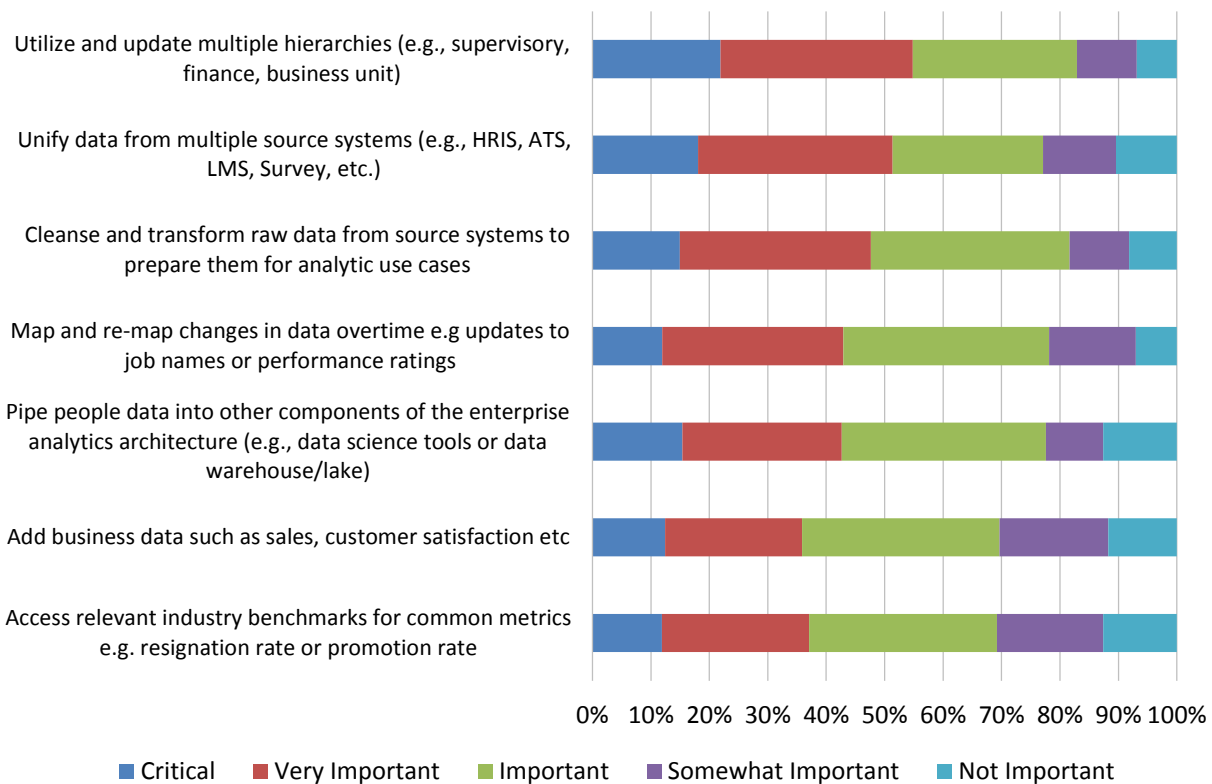


Figure 37 – Workforce data access and manipulation

2023 Workforce Planning and Analysis Market Study

Viewed by geography, sentiment toward workforce data access and manipulation capabilities is somewhat clustered but always led by respondents in Asia Pacific or Latin America (fig. 38). Virtually *all regions* assign scores >3.0 (> important) to all features sampled, led by the top feature, *utilize and update multiple hierarchies*. *North America* interest is relatively strongest toward the top two capabilities, *utilize and update multiple hierarchies* and *unify data from multiple source systems*. Interest in *EMEA*, which is below average for most capabilities, is nonetheless relatively highest toward *cleanse and transform raw data* and *pipe people data into other components*.

Workforce Data Access and Manipulation by Geography

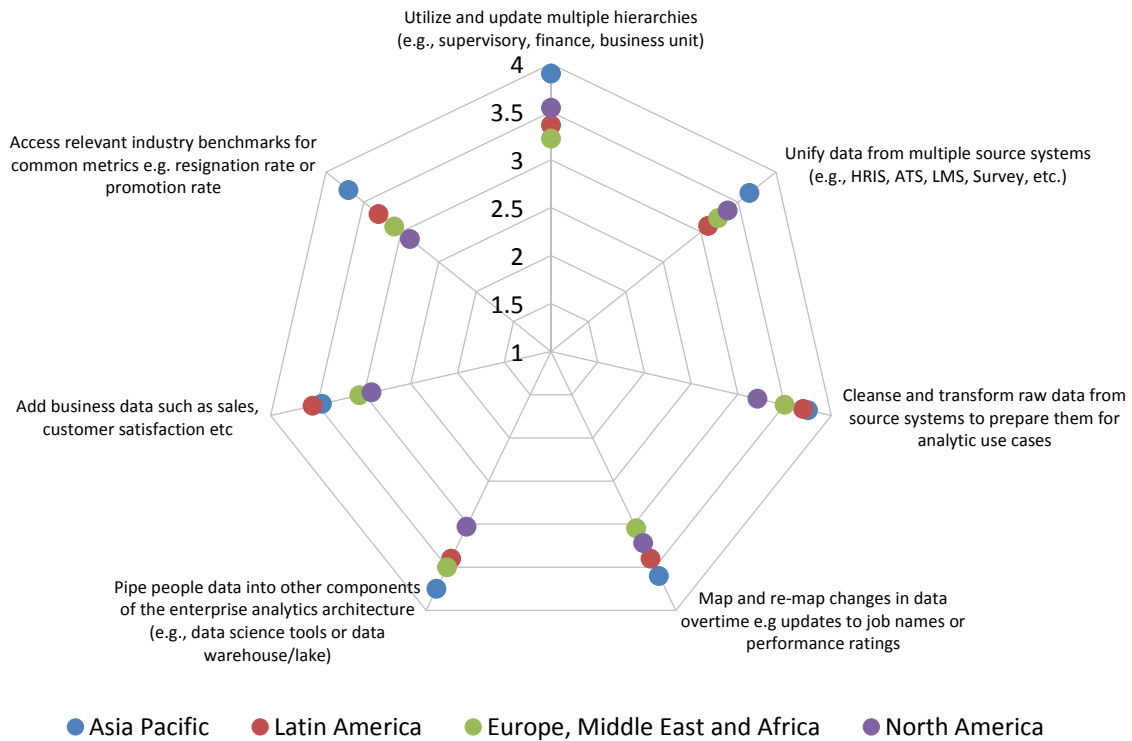


Figure 38 – Workforce data access and manipulation by geography

2023 Workforce Planning and Analysis Market Study

Interest in workforce data access and manipulation capabilities varies by industry with reported interest highest overall in technology organizations (fig. 39). The two top features, *utilize and update multiple hierarchies* and *unify data from multiple sources*, receive scores greater than *very important* from technology industry respondents. The top four capabilities (*utilize and update multiple hierarchies*, *cleanse and transform raw data from source systems*, *unify data from multiple source systems*, and *map and re-map changes*) all receive scores of ≥ 3.0 or greater than *important* from *all industries* we sampled. *Manufacturing* and *healthcare* are often the industries relatively least interested in workforce data access and manipulation capabilities.

Workforce Data Access and Manipulation by Industry

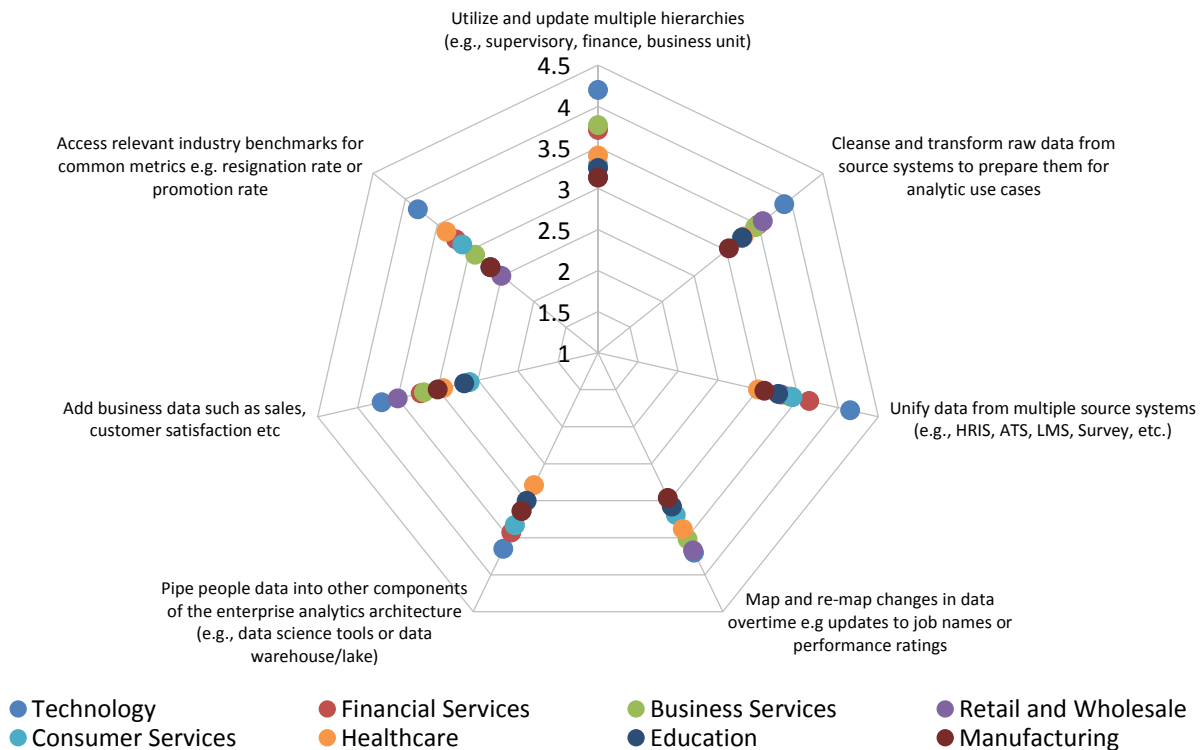


Figure 39 – Workforce data access and manipulation by industry

2023 Workforce Planning and Analysis Market Study

In our inaugural 2023 study, interest in workforce data access and manipulation capabilities varies by function with some patterns emerging (fig. 40). This year, respondents in *finance* narrowly lead interest in the top capability, *utilize and update multiple hierarchies*. Respondents in *BICC* signal deployment tendencies by assigning the highest importance to four areas: *cleanse and transform raw data from source systems*, *unify data from multiple source systems*, *map and re-map changes*, and *pipe people data into other components*. *R&D* respondents usually report the lowest average importance scores, indicating the use of packaged and not internally developed applications and services. Overall, all functions assign scores of at least *important* (3.0) to all capabilities.

Workforce Data Access and Manipulation by Function

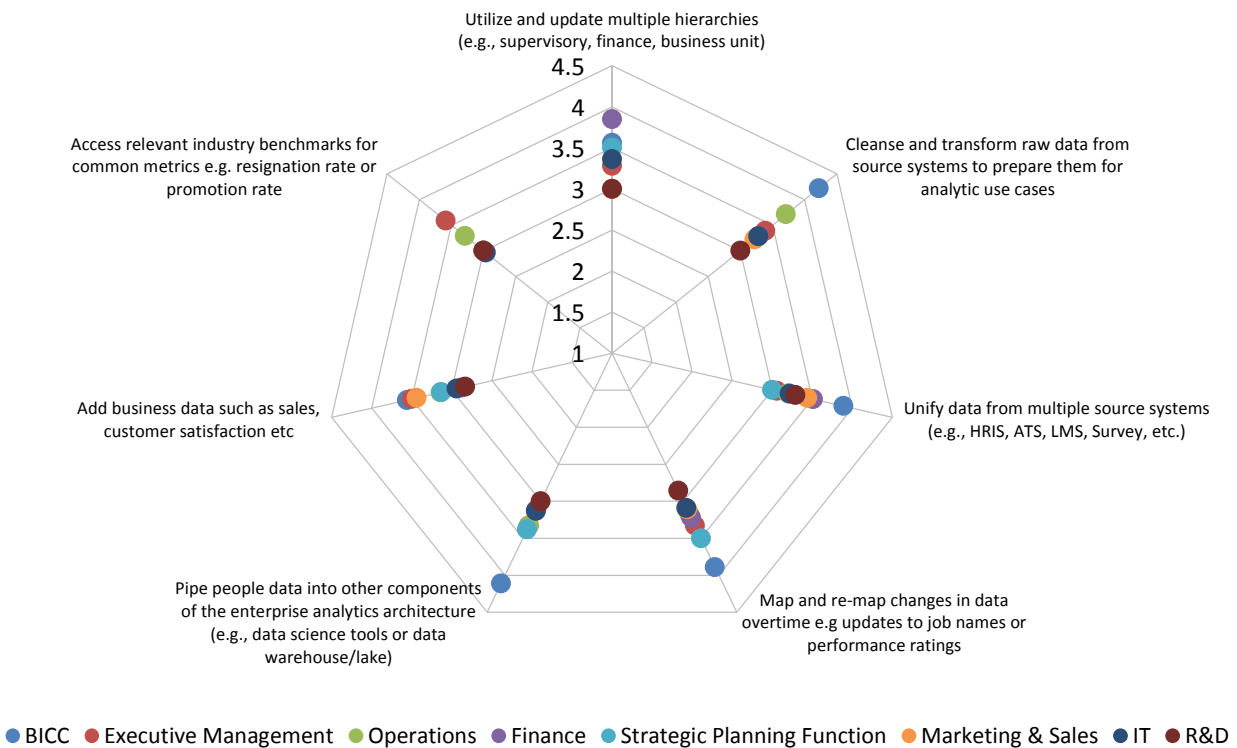


Figure 40 – Workforce data access and manipulation by function

2023 Workforce Planning and Analysis Market Study

Viewed by organization size, interest in data access and manipulation capabilities is most often a *large* organization phenomenon (fig. 41). Interest in all areas is highest in *very large* (>10,000 employees) or *large* (1,001-10,000 employees) organizations. The area of most common (clustered) interest by size is *add business data such as sales, customer satisfaction, etc.* The most widely distributed interest is the top response, *utilize and update multiple hierarchies*. Again, organizations of *any* size all assign scores of at least *important* (3.0) to nearly all capabilities.

Workforce Data Access and Manipulation by Organization Size

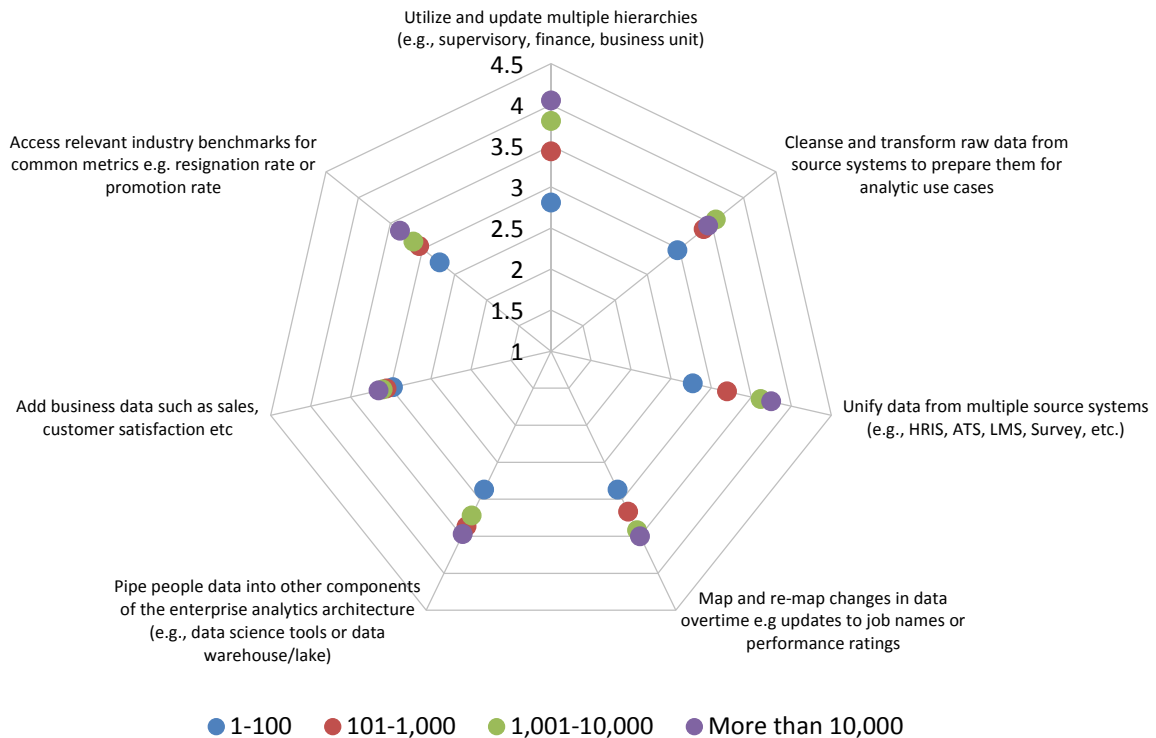


Figure 41 – Workforce data access and manipulation by organization size

2023 Workforce Planning and Analysis Market Study

The importance of workforce data access and manipulation capabilities correlates strongly and positively with success with business intelligence in 2023 (fig. 42). Areas of strongest correlation (most skewed) include *utilize and update multiple hierarchies, cleanse and transform raw data from source systems, unify data from multiple source systems, and add business data such as sales, customer satisfaction, etc.* Areas that are least skewed include *access relevant industry benchmarks and map and re-map changes in data over time.*

Workforce Analysis Priorities by Success with BI

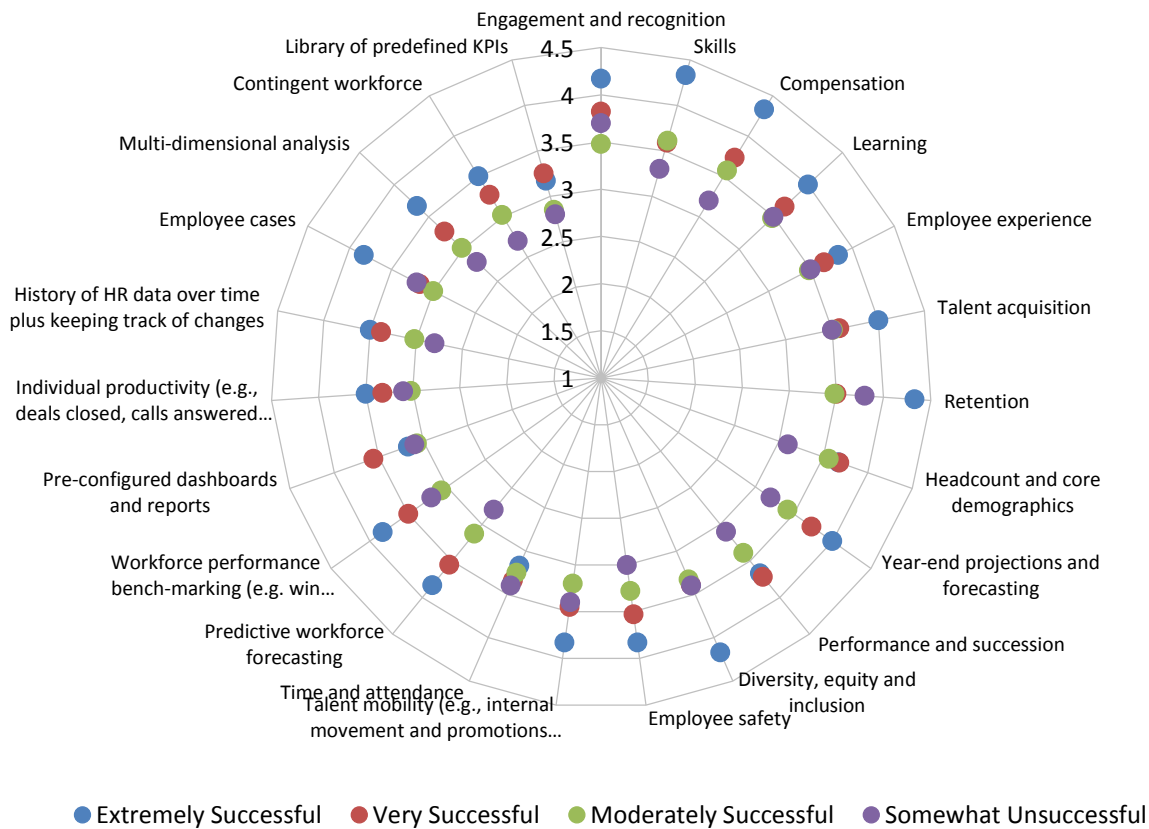


Figure 42 – Workforce data access and manipulation by success with BI

2023 Workforce Planning and Analysis Market Study

Workforce Insight Creation and Sharing

We asked respondents to “assign the importance associated with” a list of 16 workforce data insight creation and sharing capabilities in 2023 (fig. 43). This year, the top four features (*drill down to specific detail within the chart, standardized metric calculations, build and share dashboards, and customize or add new metrics or calculations*) all have *critical* importance approaching 30 percent and are at least *very important* to half or more of respondents. Only five capabilities are *less than very important* to more than 40 percent of respondents. In sum, the full breadth of workforce insight creation and sharing features are relevant and important to a majority of respondents.

Workforce Insight Creation and Sharing

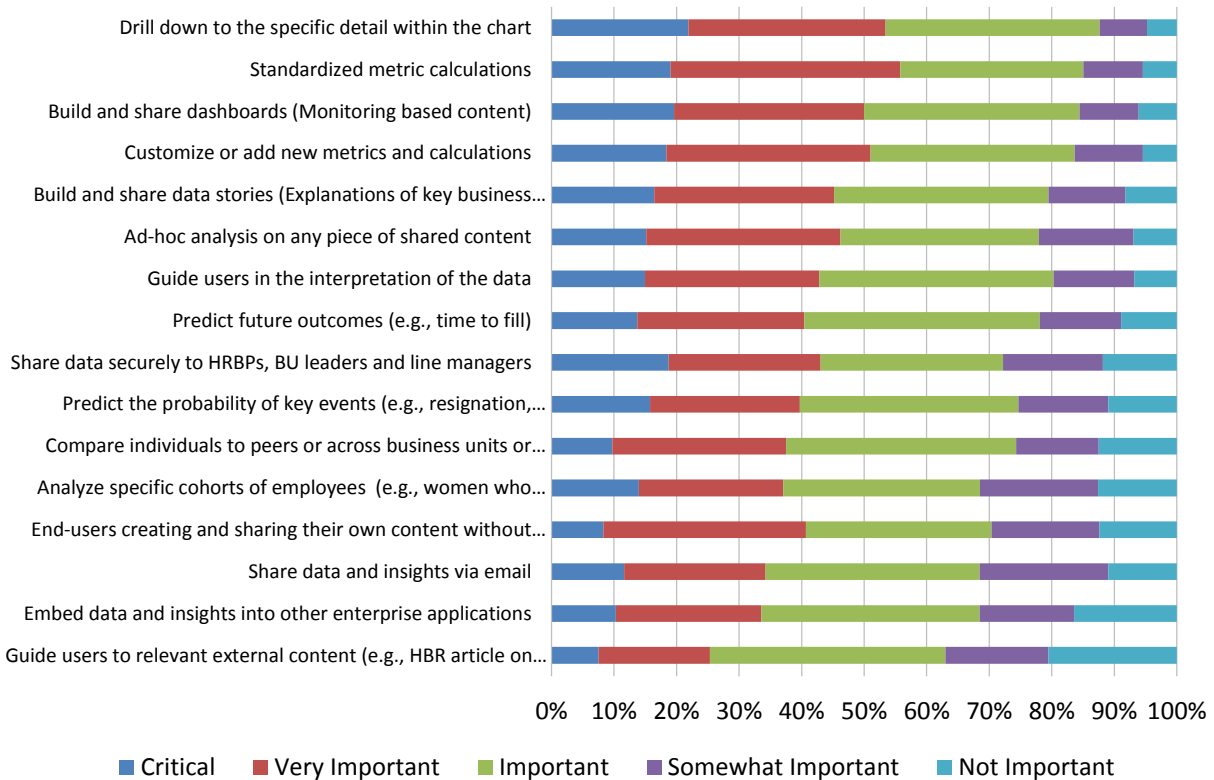


Figure 43 – Workforce insight creation and sharing

2023 Workforce Planning and Analysis Market Study

Viewed by geography, sentiment toward workforce data access and manipulation capabilities is somewhat clustered and always led by respondents in Asia Pacific or Latin America, usually followed by EMEA (fig. 44). *North America* scores are frequently below average or lowest among the geographies; North America respondents reserve their highest importance scores (>3.5, above midway between *important* and *very important*) for the top two features, *drill down to specific detail* and *standardized metric calculations*. All regions mostly assign scores 3.0 or higher (> *important*) to all but the lowest-two ranked features.

Workforce Insight Creation and Sharing by Geography

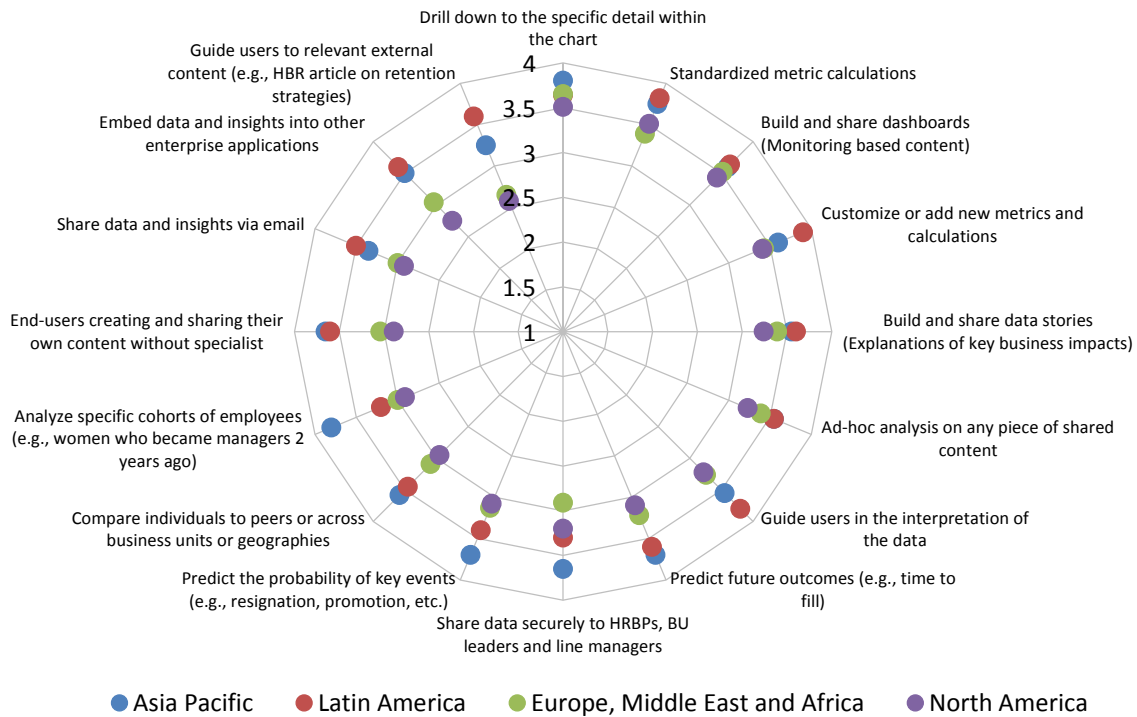


Figure 44 – Workforce insight creation and sharing by geography

2023 Workforce Planning and Analysis Market Study

Sentiment toward workforce data access and manipulation capabilities varies by industry in 2023 with some telltale leaders or first movers (fig. 45). *Technology* industry respondents report the highest interest for almost every capability (excluding only *build and share dashboards*), leading some by a considerable margin. Among other findings, *healthcare* respondents lead interest in *build and share dashboards* and *build and share data stories*; and they report high interest in several other areas. Excluding technology industry respondents, *consumer services* respondents report high interest in *guide users in interpretation of the data*, and *business services* respondents give high scores to *compare individuals to peers*, *analyze specific cohorts of employees*, and other lower-ranked capabilities.

Workforce Insight Creation and Sharing by Industry

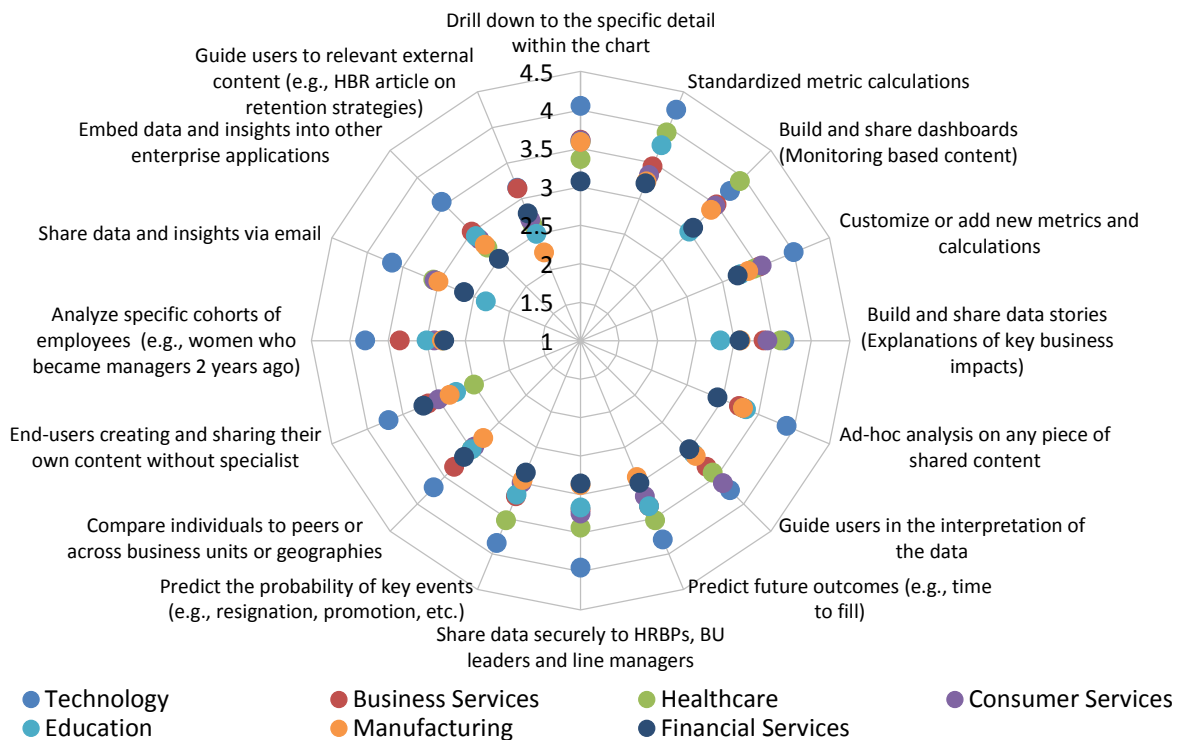


Figure 45 – Workforce insight creation and sharing by industry

2023 Workforce Planning and Analysis Market Study

In 2023, interest in workforce data access and manipulation capabilities varies by function, with some patterns emerging (fig. 46). *BICC* respondents give the highest scores to all the top six capabilities, beginning with *drill down to specific detail*, a likely indication of areas of deployment emphasis. We also observe high *strategic planning* interest in *guide users in the interpretation of the data*, *predict future outcomes*, and *share data securely*. *Finance* respondents often report the lowest importance scores for workforce insight creation and sharing capabilities.

Workforce Insight Creation and Sharing by Function

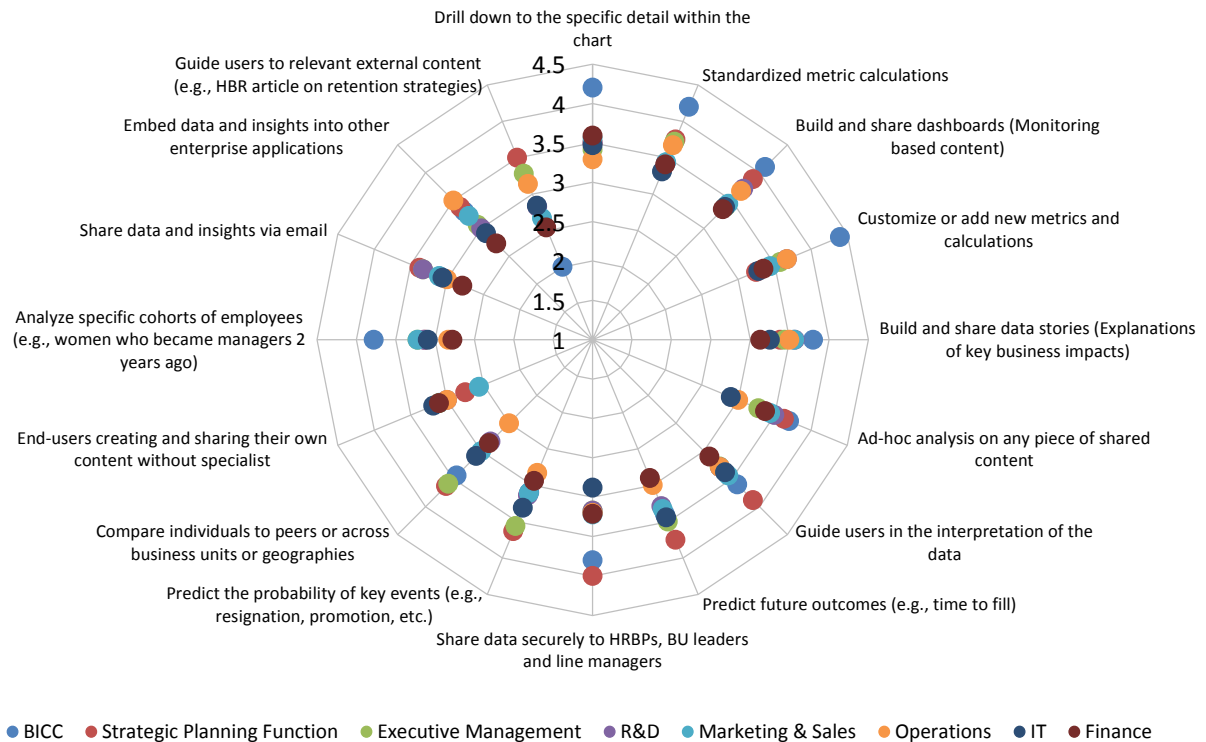


Figure 46 – Workforce insight creation and sharing by function

2023 Workforce Planning and Analysis Market Study

Interest in workforce data access and manipulation capabilities is always highest in either *very large* (>10,000 employees) and *large* (1,001-10,000 employees) organizations (fig. 47). The highest-ranked areas of common (most clustered) interest by size are “*ad-hoc analysis on any piece of shared content, build and share data stories, and predict future outcomes*.” The most widely distributed areas of interest include the top three responses; *drill down, standardized metric calculations, and customize or add new metrics and calculations*. In sum, organizations of *any size* all assign scores of at least *important* to all but three capabilities.

Workforce Insight Creation and Sharing by Organization Size

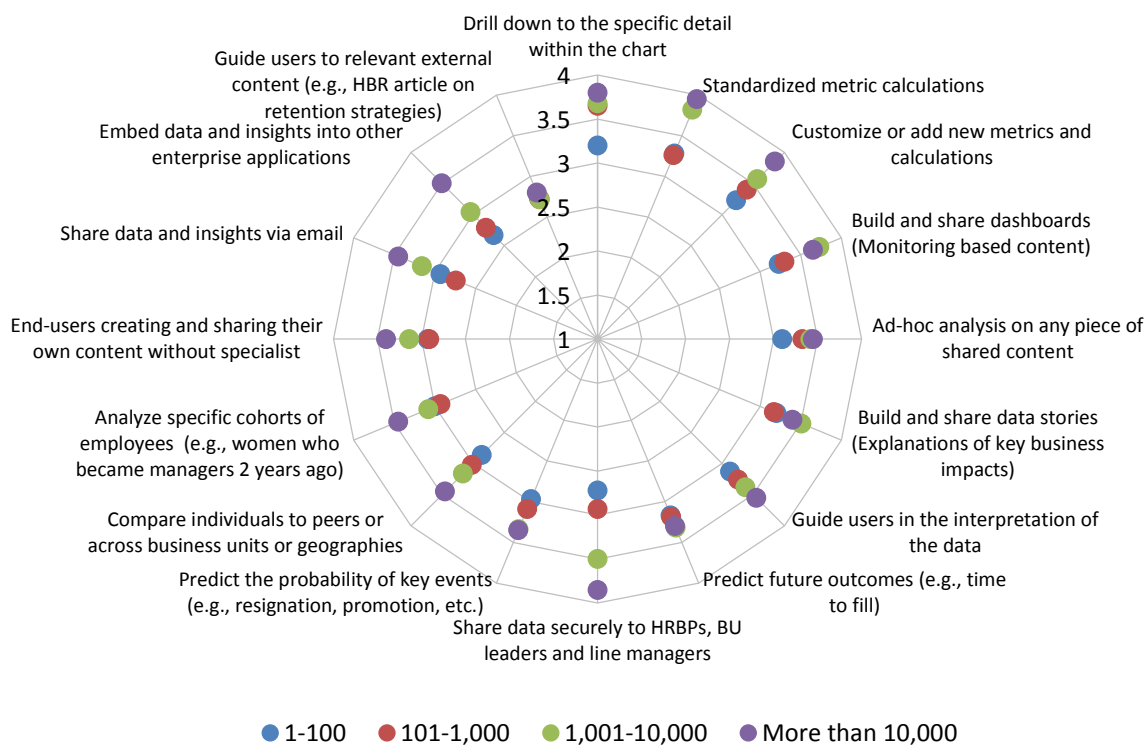


Figure 47 – Workforce insight creation and sharing by organization size

2023 Workforce Planning and Analysis Market Study

Interest in workforce data access and manipulation capabilities correlates strongly and positively with success with business intelligence in 2023 (fig. 48). In every case, organizations that are *very successful* with BI assign the *highest importance* to sampled capabilities. Areas of strongest correlation (most skewed) include *drill down to the specific detail within the chart*, *standardize metric calculations*, and *build and share dashboards*. Indeed, all but the lowest-ranked capabilities show strong differentiation in the importance assigned between more and less-successful BI organizations.

Workforce Insight Creation and Sharing by Success with BI

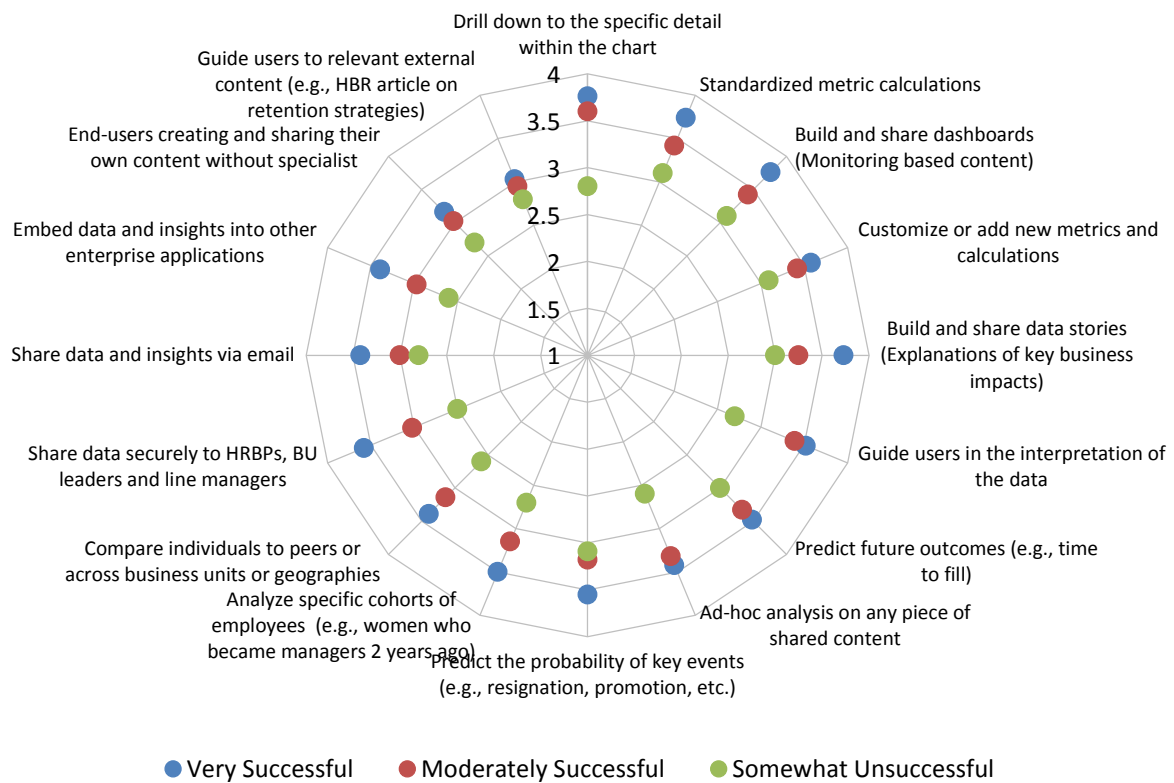


Figure 48 – Workforce insight creation and sharing by success with BI

2023 Workforce Planning and Analysis Market Study

Workforce Planning and Analysis Integration Features

We asked respondents to “assign the importance associated with” a list of eight workforce planning and analysis integration features in 2023 (fig. 49). This year, the top three features are *export data to Excel, PDF*, *ability to integrate data from leading ERP systems*, and *integration with financial planning and budgeting applications*. All three features have *critical* importance for between 27 and 33 percent of respondents. The top four features, which also include *ability to integrate data from HRIS systems*, are *at least very important* for 57-83 percent of respondents. While acknowledging a distribution of importance rankings, we also find that half the sampled workforce planning and analysis integration features are at minimum *important* to about half of respondents.

Workforce Planning and Analysis Integration Features

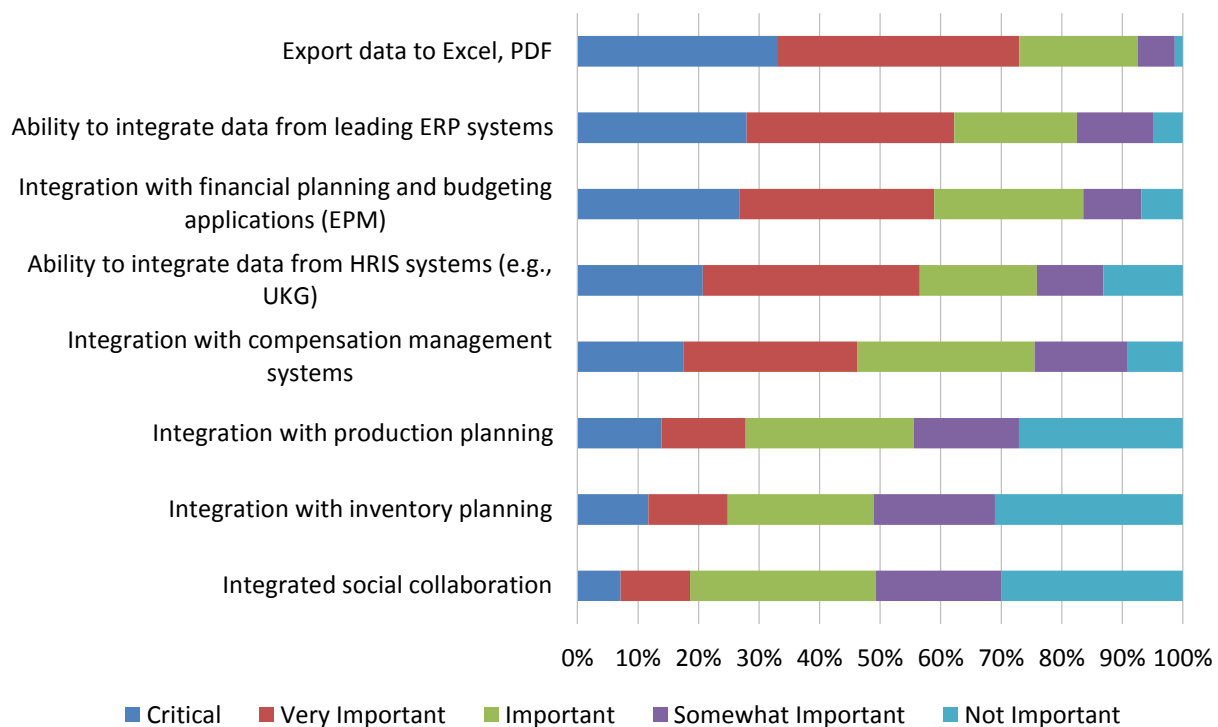


Figure 49 - Workforce planning and analysis integration features

2023 Workforce Planning and Analysis Market Study

Sentiment toward workforce planning and analysis integration features varies widely by geography for many features, with importance scores most often highest among respondents in *Asia Pacific* (fig. 50). *Latin America* posts the lone exception, the highest score for the top feature, *export data to Excel, PDF*. This and the second choice, *ability to integrate data from leading ERP systems*, are the most clustered among respondents across all regions. *North America* sentiment is usually stronger than *EMEA*, but the reverse is true for *integration with production planning* and *integration with inventory planning*.

Workforce Planning and Analysis Integration Features by Geography

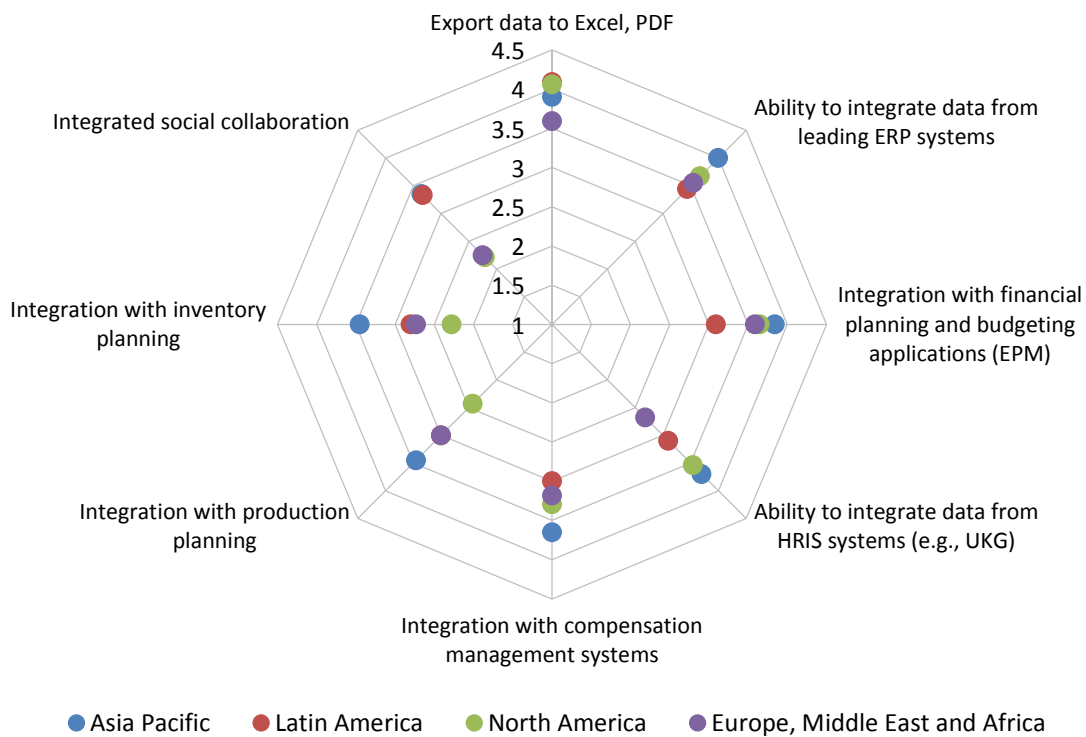


Figure 50 – Workforce planning and analysis integration features by geography

2023 Workforce Planning and Analysis Market Study

Interest in workforce planning and analysis integration features varies by industry in 2023 (fig. 51). *Technology* industry respondents lead sentiment in four of eight features. The top feature, *export data to Excel, PDF*, is most important in *healthcare*, while the lowest three priorities (*integration with production planning*, *integration with inventory planning*, and *integrated social collaboration*) resonate most strongly with *business services* respondents.

Workforce Planning and Analysis Integration Features by Industry

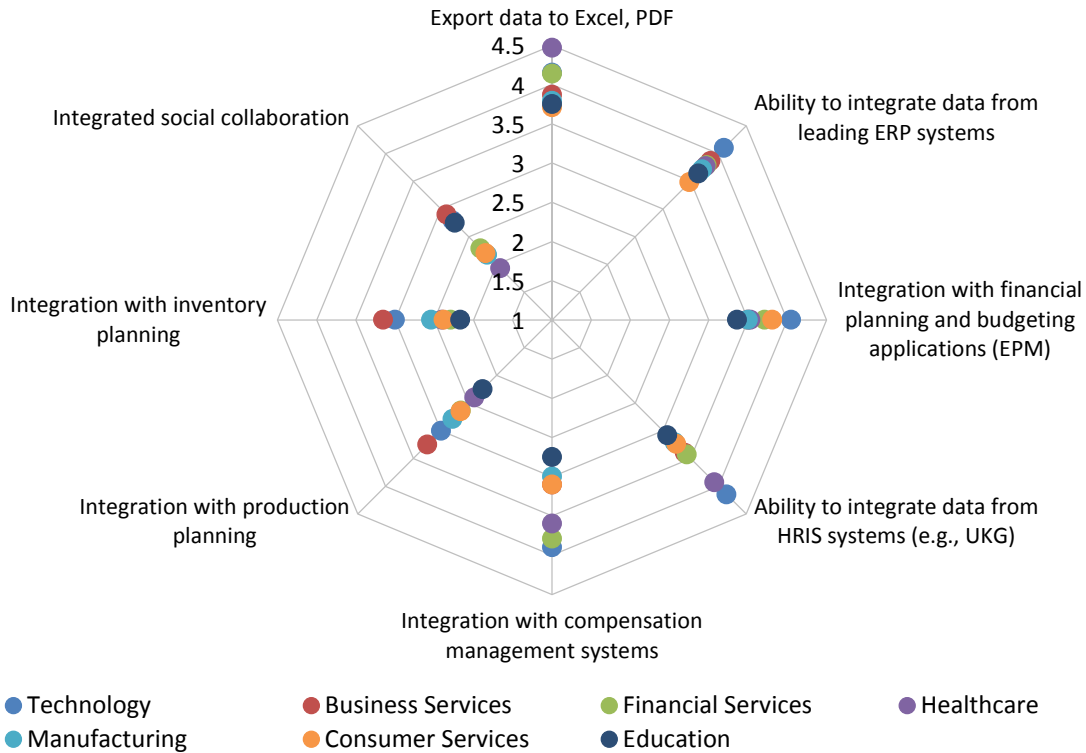


Figure 51 – Workforce planning and analysis integration features by industry

2023 Workforce Planning and Analysis Market Study

Interest in workforce planning and analysis integration features varies broadly and in detail by function in 2023 (fig. 52). Interest in the top features is most often highest in the *BICC* and *finance*, with high or secondary interest in *strategic planning*, all of which relate to deployment and budgeting activities. The top feature, *export data to Excel, PDF*, is most clustered and universally relevant. Other feature interest is more skewed by function, particularly *ability to integrate data with leading ERP systems*, where importance is highest in the *BICC* and *finance*.

Workforce Planning and Analysis Integration Features by Function

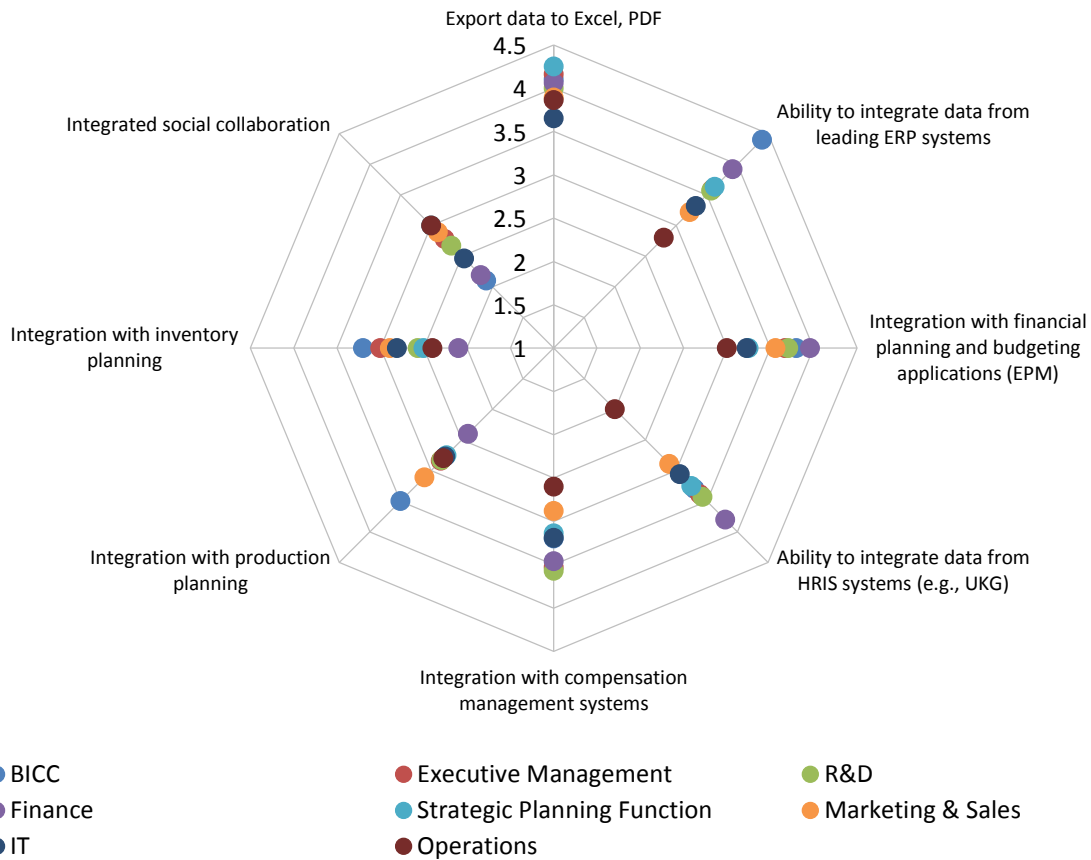


Figure 52 – Workforce planning and analysis integration features by function

2023 Workforce Planning and Analysis Market Study

As we might expect, interest in workforce planning and analysis integration features increases with organization size and is always highest in either *very large* (>10,000 employees) or *large* (1,001-10,000 employees) organizations (fig. 53). The top feature, *export data to Excel, PDF*, is most clustered and universally relevant. As we observe in other planning and analysis integration demographics, features related to *production* and *inventory planning* as well as *social collaboration* are more likely exceptions to alignment of organization size and feature interest.

Workforce Planning and Analysis Integration Features by Organization Size

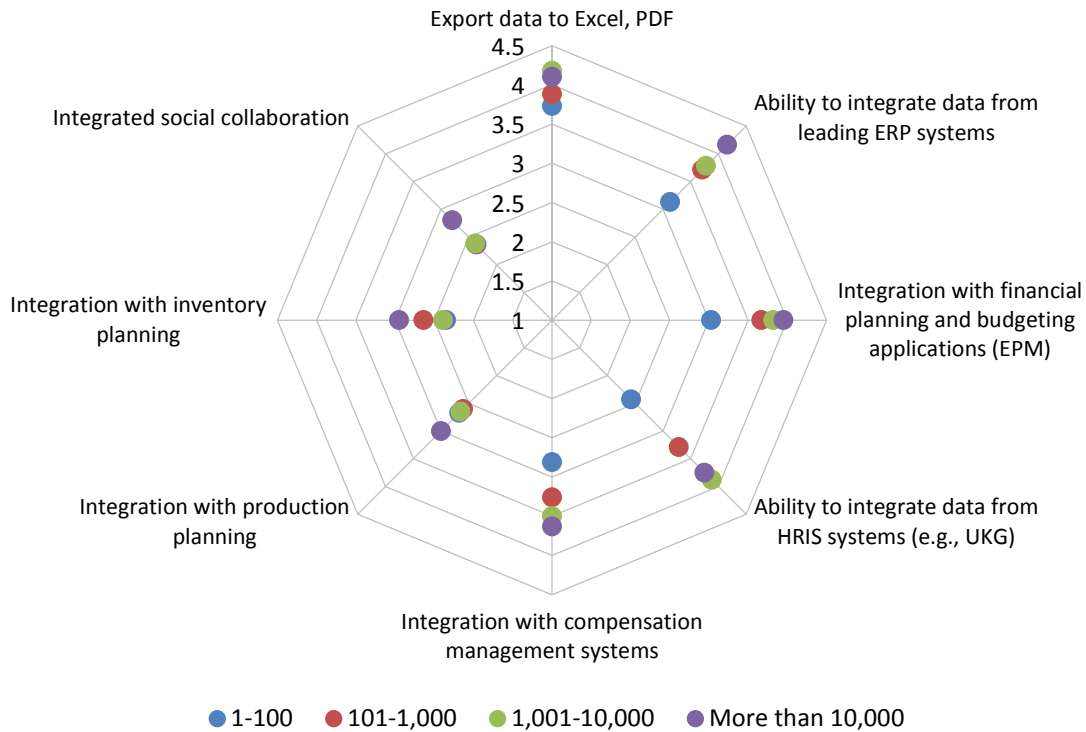


Figure 53– Workforce planning and analysis integration features by organization size

2023 Workforce Planning and Analysis Market Study

Interest in workforce planning and analysis integration features correlates positively with success with business intelligence in 2023 (fig. 54). In every case, organizations that are extremely or *very successful* with BI assign the highest importance to sampled integration features. The area with the strongest correlation (most skewed) is *ability to integrate data from leading ERP systems*. Areas that are least correlated (most clustered) include *export data to Excel, PDF* and *integration with compensation management systems*.

Workforce Planning and Analysis Integration Features by Success with BI

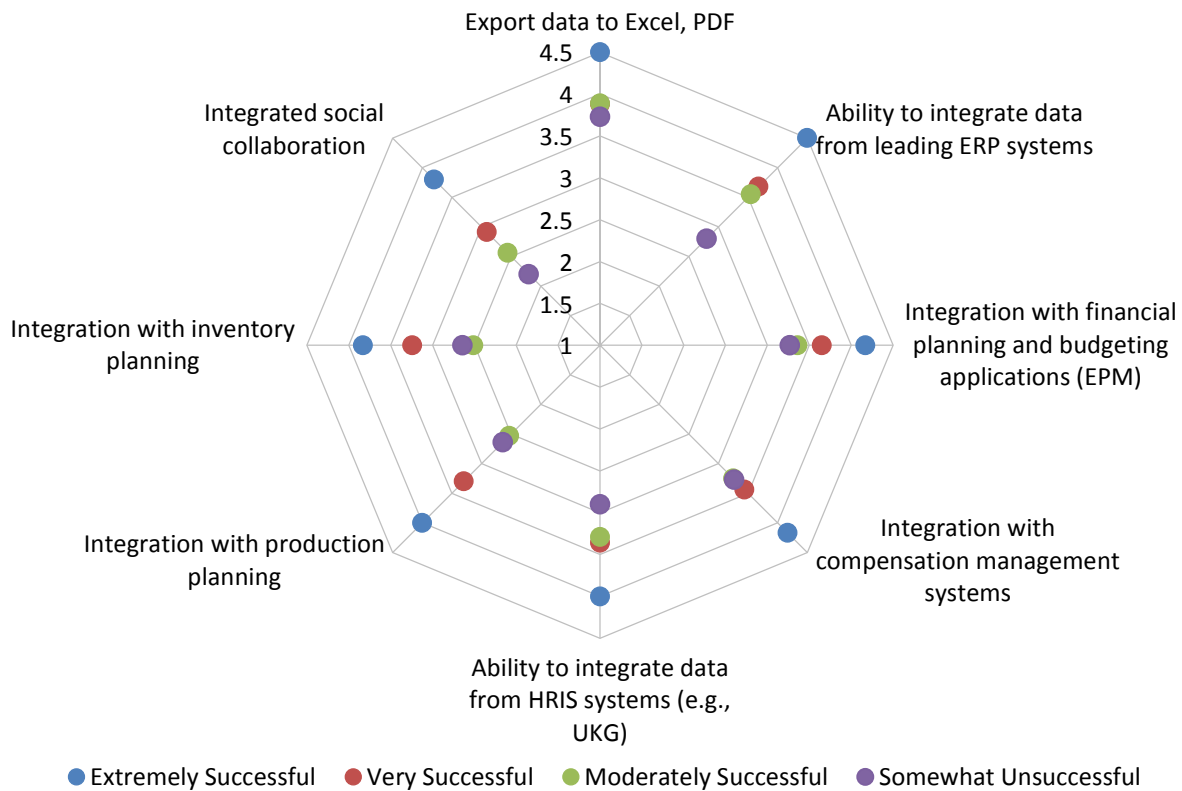


Figure 54 – Workforce planning and analysis integration features by success with BI

2023 Workforce Planning and Analysis Market Study

Workforce Planning and Analysis Additional Features

We asked respondents to “assign the importance associated with” a list of 13 workforce planning and analysis additional features in 2023 (fig. 55). This year, interest in additional features varies widely, but all sampled areas are at least *important* to 45 percent or far more respondents. Notably, the top feature, *access control based on users and roles*, is *critical* to more than 40 percent of respondents and at least *very important* to more than 70 percent. In all, the top four features, which also include *support for reporting/dashboards*, *web user interface*, and *automated alerts and notifications*, are at least *very important* to majorities of respondents.

Workforce Planning and Analysis Additional Features

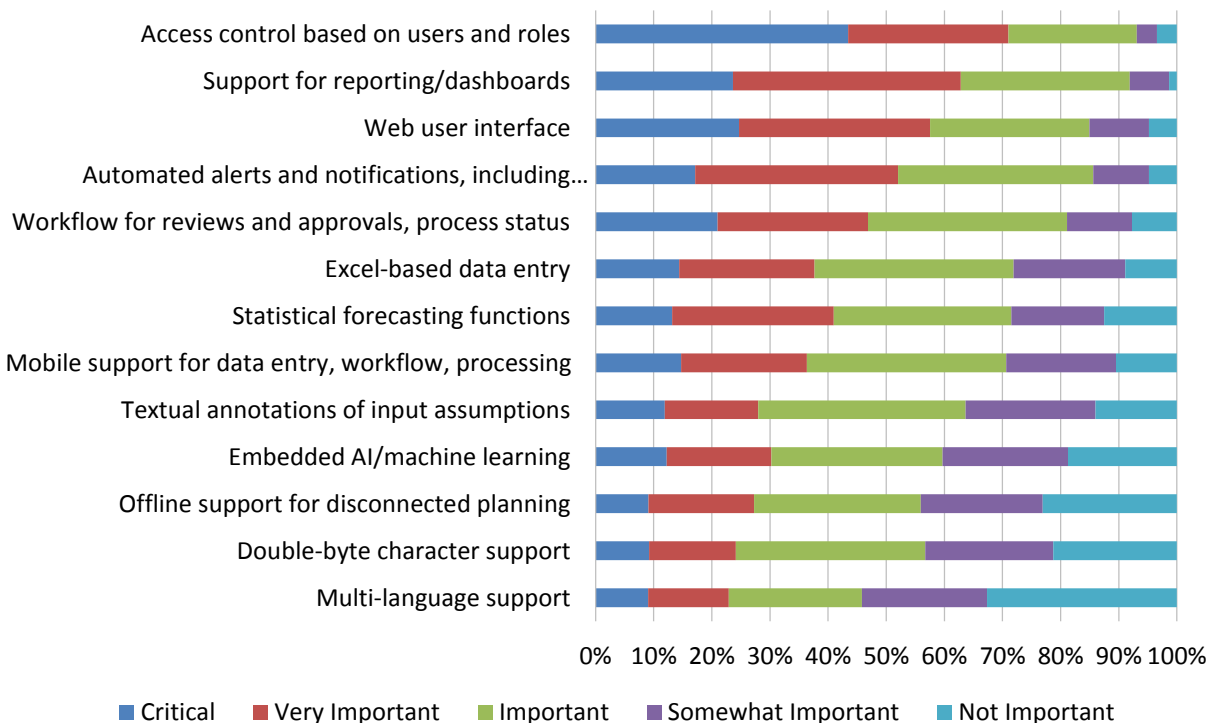


Figure 55 – Workforce planning and analysis additional features

2023 Workforce Planning and Analysis Market Study

Sentiment toward workforce planning and analysis additional features varies widely by geography for many features, with importance scores most often highest among respondents in *Asia Pacific* and *Latin America*, and lowest in *North America* (fig. 56). This year, interest is most clustered for the top three additional features, *access control based on users and roles* (with high *North America* interest), *support for reporting/dashboards*, and *web user interface*. Importance scores for the top eight of 13 features are in the range of *important* or greater across all geographies.

Workforce Planning and Analysis Additional Features by Geography

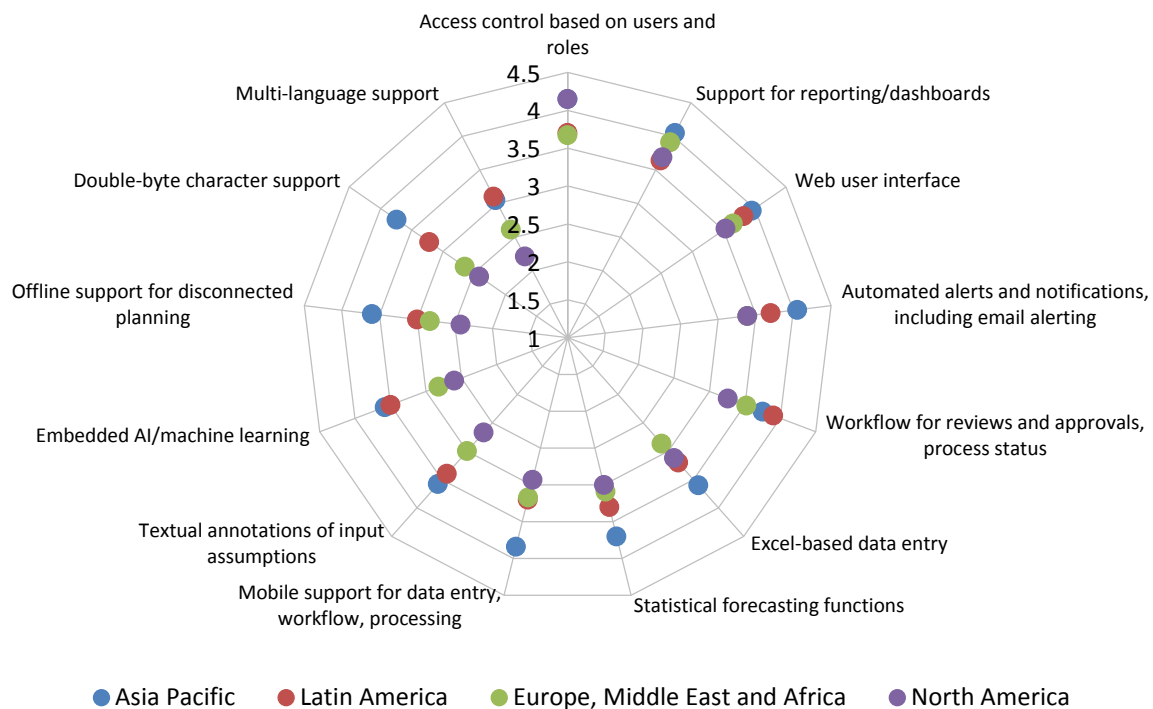


Figure 56 – Workforce planning and analysis additional features by geography

2023 Workforce Planning and Analysis Market Study

Sentiment toward workforce planning and analysis additional features varies in detail by industry and is nearly always highest among respondents in technology (fig. 57). Among many notable observations, *healthcare* interest is high for several features including *access control*, *support for reporting/dashboards*, *Excel-based data entry*, and *statistical forecasting functions*. *Business services* interest is notable in *access control*, *workflow for reviews*, and *mobile support*. *Consumer services*, *retail and wholesale*, and *manufacturing* often report low or below-average interest in additional features for workforce planning and analysis.

Workforce Planning and Analysis Additional Features by Industry

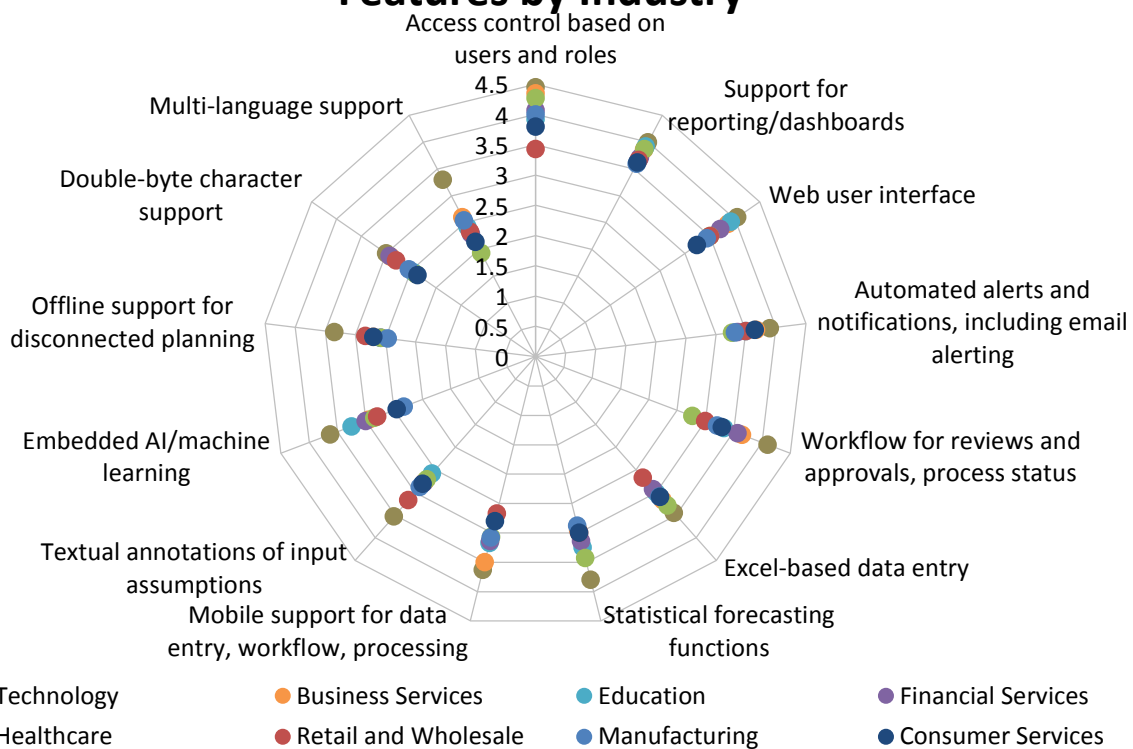


Figure 57 – Workforce planning and analysis additional features by industry

2023 Workforce Planning and Analysis Market Study

Interest in workforce planning and analysis additional features varies by function in 2023, with interest often highest among respondents in BICC, strategic planning, or R&D (fig. 58). This year, *BICC* interest is highest for the top three features: *access control*, *support for report for reporting/dashboards*, and *web user interface*. *Strategic planning* respondents give the highest scores to *automated alerts* and *Excel-based data entry*. Interest in additional features is often below average in *finance* and *IT*.

Workforce Planning and Analysis Additional Features by Function

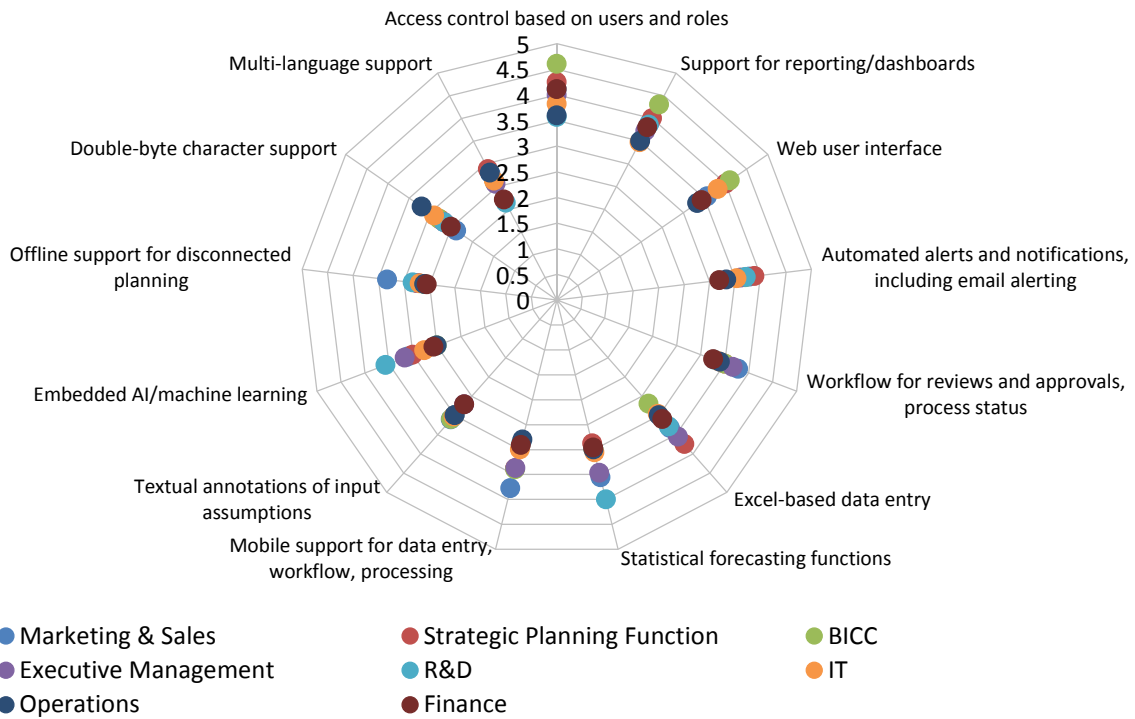


Figure 58 – Workforce planning and analysis additional features by function

2023 Workforce Planning and Analysis Market Study

Interest in workforce planning and analysis integration features increases with organization size and is most often highest in either *very large* (>10,000 employees) or *large* (1,001-10,000 employees) organizations (fig. 59). Interest in the top feature, *access control based on users and roles*, expectedly decreases as organization headcount declines. But scores for generic features, including *support for reporting and dashboards* and *web user interface*, also decline as headcount decreases. The top eight additional features are all in the range of *important* or greater for all organizations of any size.

Workforce Planning and Analysis Additional Features by Organization Size

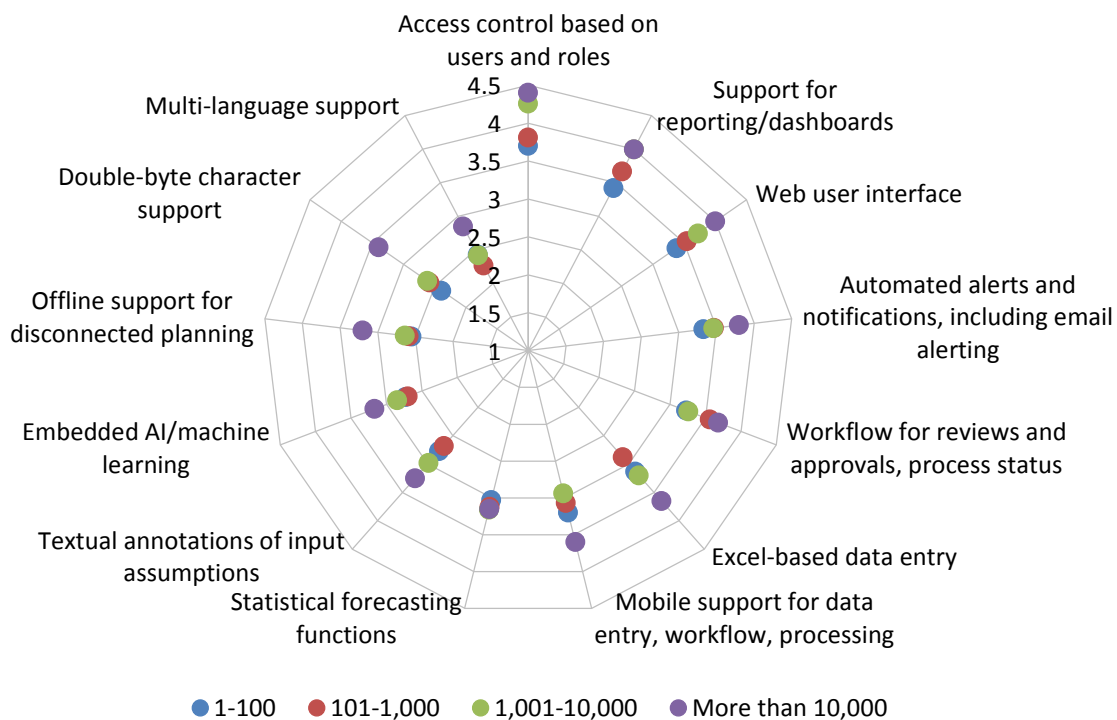


Figure 59 – Workforce planning and analysis additional features by organization size

Workforce Planning and Analysis Deployment Priorities

We asked respondents to “assign the importance associated with” a list of six workforce planning and analysis deployment priorities in 2023 (fig. 60). The two clear leading options, *multi-tenant* and *public cloud*, are strong indicators of service and, likely, subscription providers of workforce planning and analysis. Other significantly popular deployment choices are those included in *EPM or HCM suites*, or *hosted single tenant* deployments. The least important, *on-premises deployment*, is an interesting example of trends and transitions to enterprise service, cloud, and public cloud hosting models.

Workforce Planning and Analysis Deployment Priorities

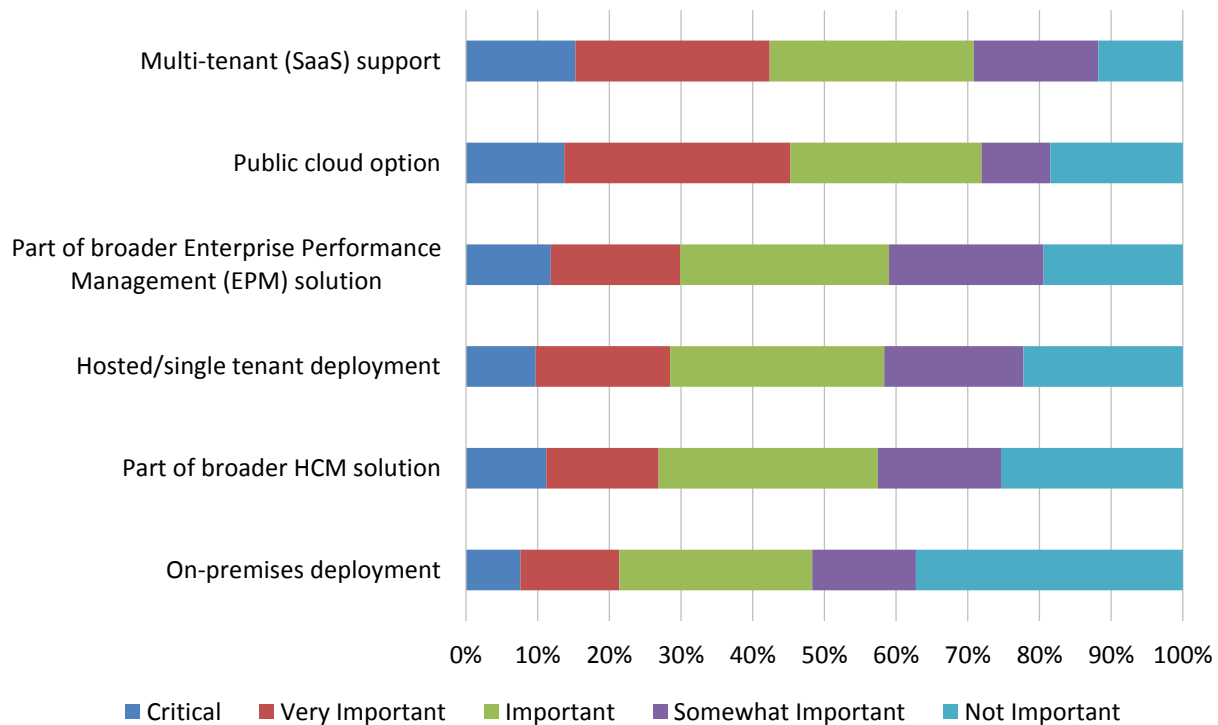


Figure 60 – Workforce planning and analysis deployment priorities

2023 Workforce Planning and Analysis Market Study

Sentiment toward workforce planning and analysis deployment priorities varies by geography but reveals some patterns (fig. 61). Interestingly, sentiment (though not raw numbers) toward both *multi-tenant* and *public cloud* is strongest in *Asia Pacific*. As we might expect, *on-premises deployments* are most popular in *EMEA*. *Asia Pacific* sentiment is strongest toward *bundled (HCM or EPM)* and *hosted / single tenant* deployment.

Workforce Planning and Analysis Deployment Priorities by Geography

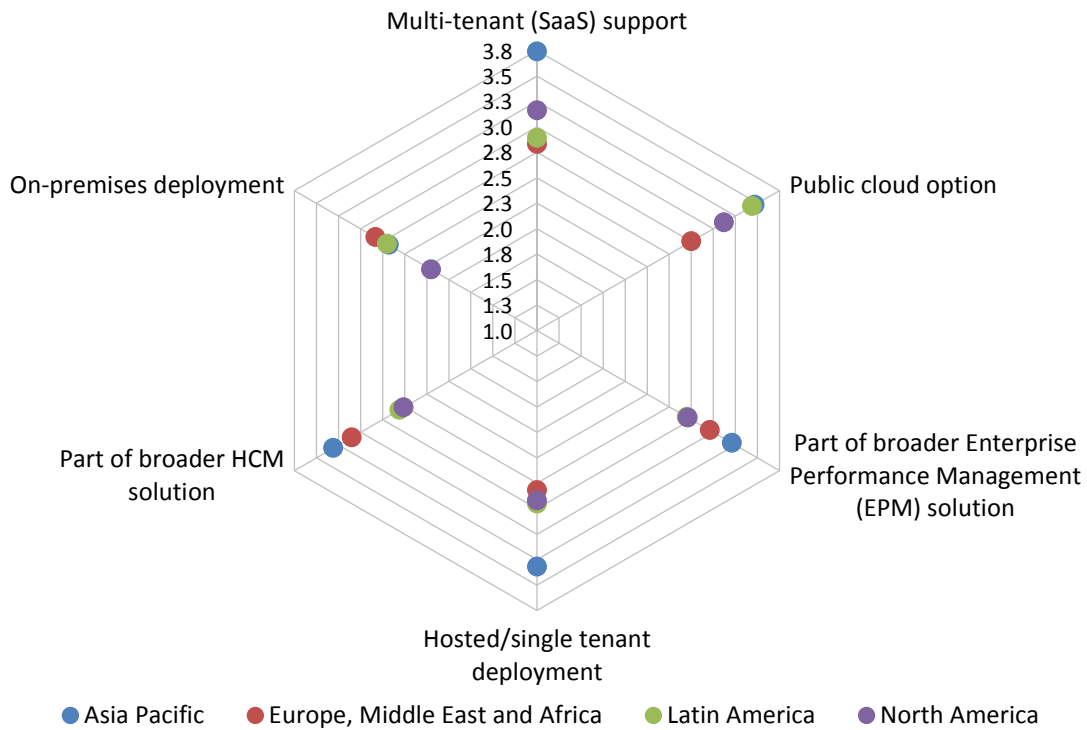


Figure 61 – Workforce planning and analysis deployment priorities by geography

2023 Workforce Planning and Analysis Market Study

Sentiment toward workforce planning and analysis deployment priorities varies by function, though individual roles find multiple options acceptable in 2023 (fig. 62). For example, *executive management* respondents give high scores to *multi-tenant*, *public cloud*, and *hosted/single tenant* deployment. *Finance* and *IT* most prefer *hosted / single tenant* but also give above-average scores to *public cloud*. Both *finance* and *strategic planning* give high marks to *EPM-based solutions*, while the *BICC* most prefers *HCM-based*. *Strategic Planning* gives the highest scores to both *multi-tenant* and *on premises* deployment.

Workforce Planning and Analysis Deployment Priorities by Function

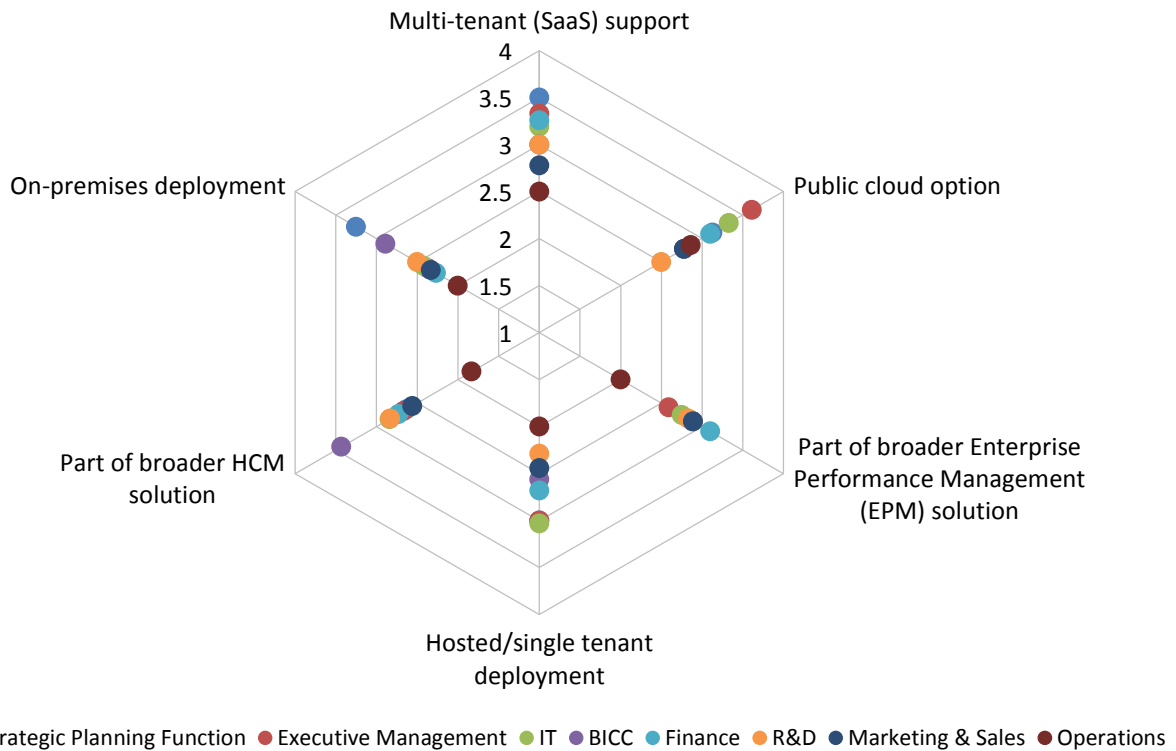
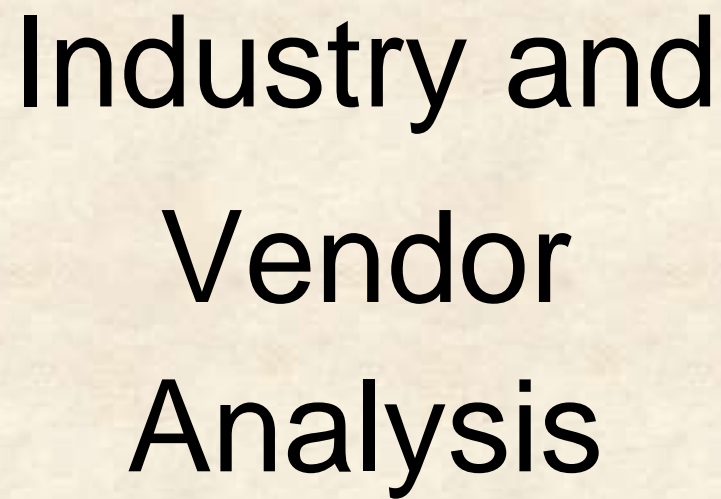


Figure 62 – Workforce planning and analysis deployment priorities by function



Industry and Vendor Analysis

Industry and Vendor Analysis

Industry Workforce Planning Feature Support

We asked industry respondents to identify all the workforce planning features that are currently available or planned in their solution in 2023 (fig. 63). This year, among 17 features we sampled, we find support is very strong and maturing. The top eight features are between 93-100 percent supported today. Eleven of 17 are currently supported by 86 percent or more industry respondents. *Future development plans* are strongest for *benchmark values* and *industry-specific workforce planning*. We believe this well supports user measures of workforce planning feature importance in 2023 (fig. 24 p. 38).

Industry Workforce Planning Feature Support

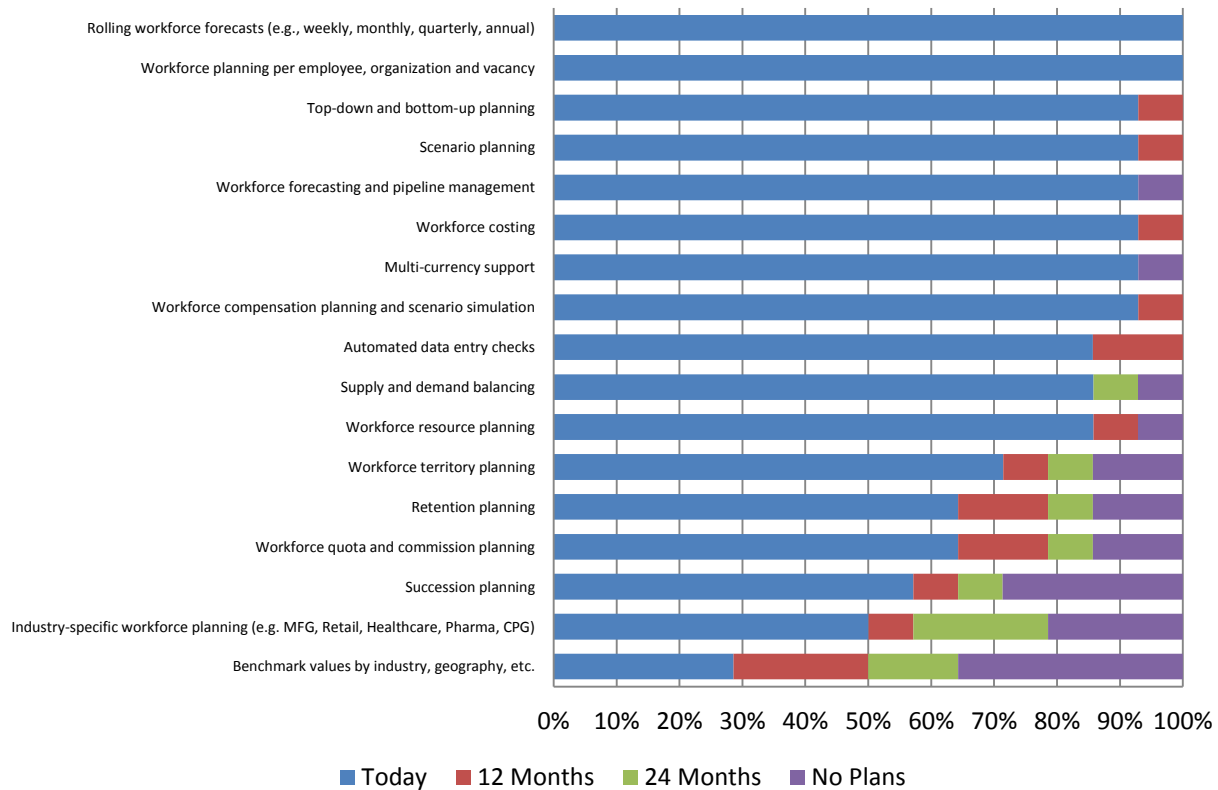


Figure 63 – Industry workforce planning feature support

Industry Workforce Analytics Domains Support

Industry support for workforce analytics domains is strong in 2023, with most domains currently supported by a majority of respondents (fig. 64). The top three domains, *year-end projections and forecasting*, *multi-dimensional analytics*, and *compensation*, are 100 percent supported today. The greatest *future development plans* target *predictive workforce forecasting*, which is expected to reach 100 percent industry support in 24 months. Current industry support levels are more than adequate compared to current user demand (fig. 44, p. 60).

Industry Workforce Analytics Domains Support

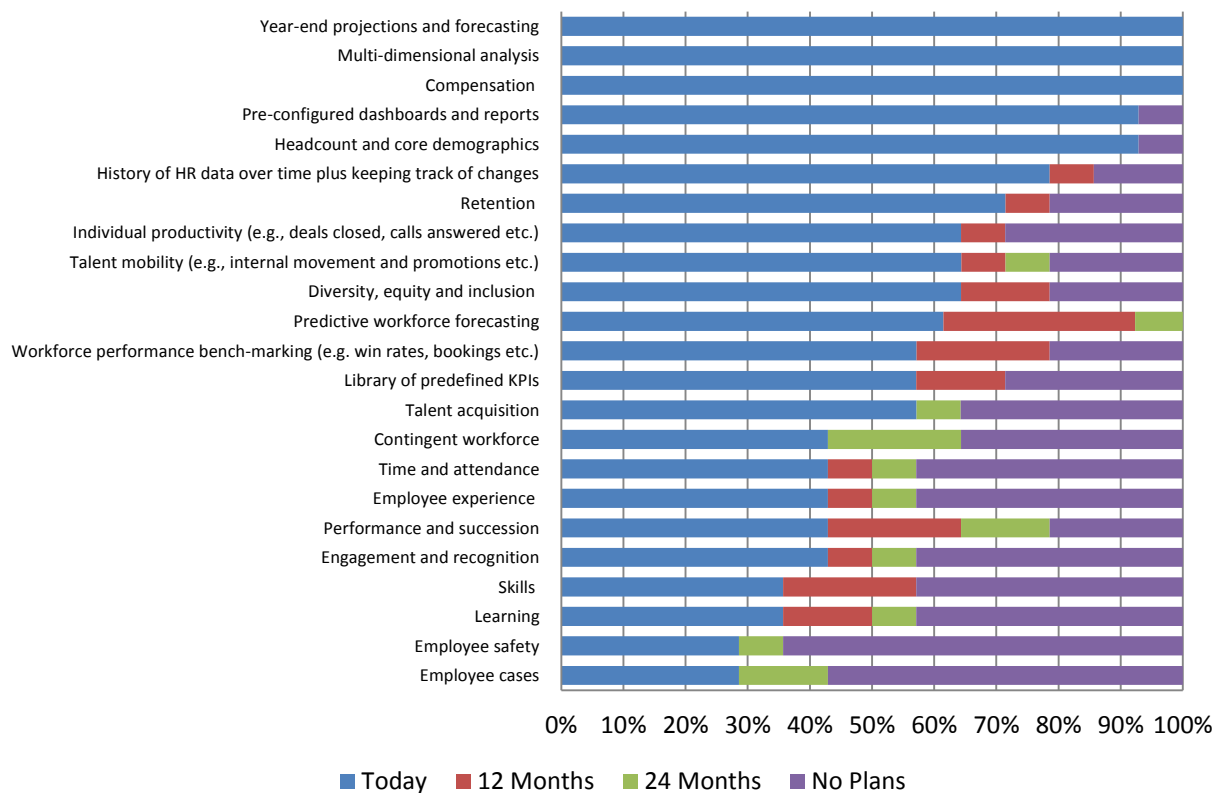


Figure 64 – Industry workforce analytics domains support

2023 Workforce Planning and Analysis Market Study

Industry Workforce Planning and Analysis Integration Support

There is strong industry support for a range of workforce planning and analysis integration capabilities in 2023 (fig. 65). The top three of eight capabilities, *export data to Excel, PDF, ability to integrate data from leading ERP platforms, and ability to integrate data from HRIS systems*, are fully supported today. Six of eight features are currently supported by 86 percent or more industry respondents, are aligned with and well ahead of user requirements (fig. 49, p. 63). *Future 12- and 24-month investment plans* are strongest for *integrated social collaboration*.

Industry Workforce Planning and Analysis Integration Support

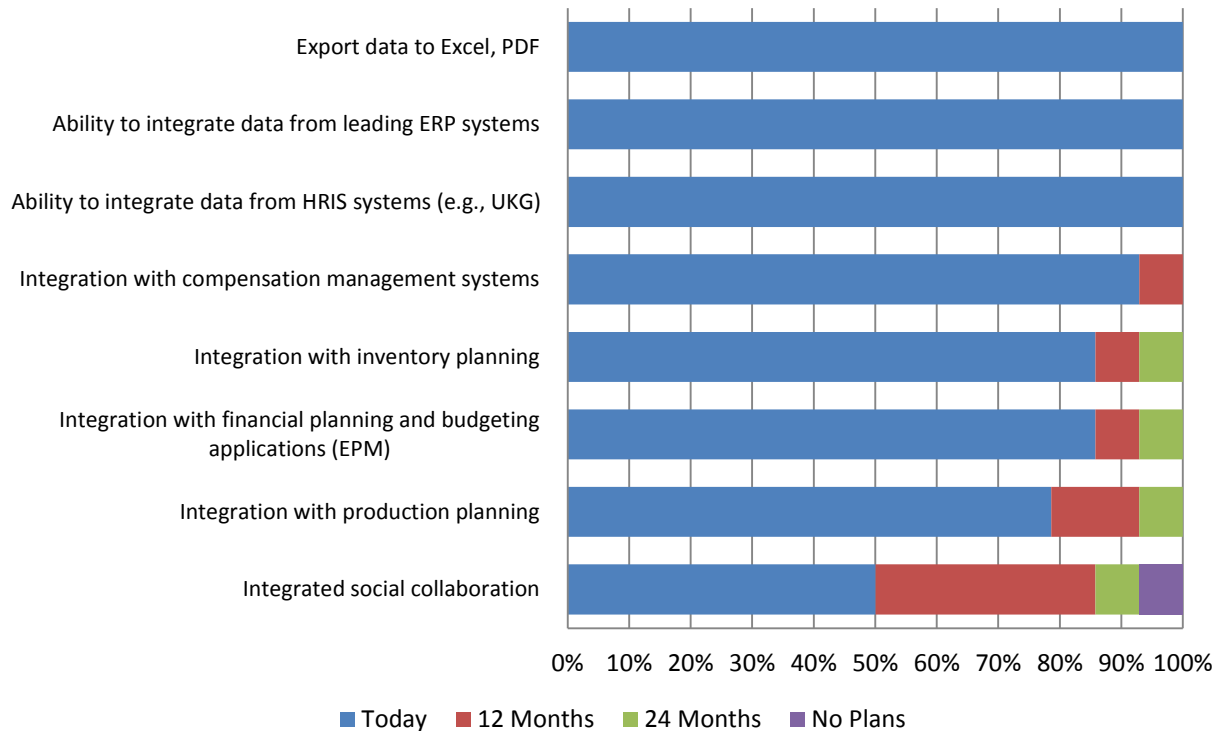


Figure 65 – Industry workforce planning and analysis integration support

Industry Workforce Planning and Analysis Technology Support

Industry support for workforce planning and analysis technology support is very strong in 2023 and targeted for more future investment (fig. 66). The top two features, *support for reporting/dashboards* and *Excel-based data entry*, are 100 percent supported currently. Seven of the top eight capabilities are planned to have 100 percent support within 12 months. Industry support is more than adequate for user requirements in 2023 (see “workforce planning and analysis additional features,” fig. 55, p. 69).

Industry Workforce Planning and Analysis Technology Support

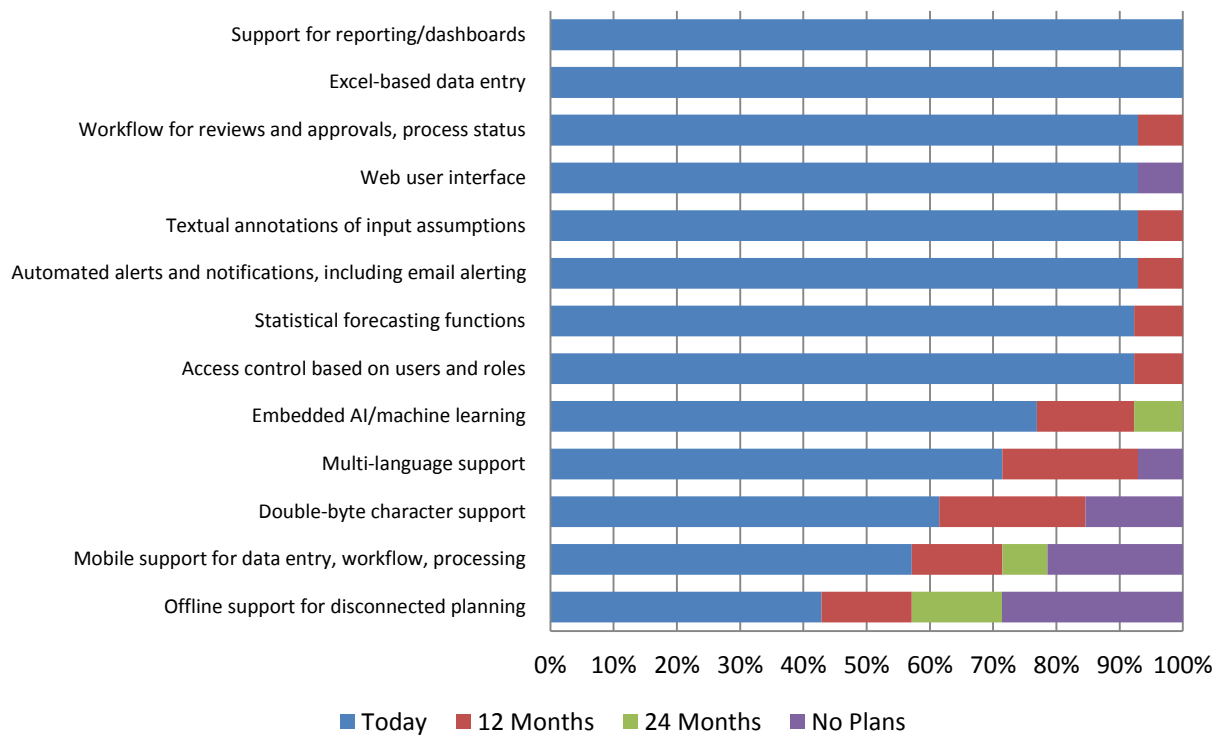


Figure 66 – Industry workforce planning and analysis technology support

Industry Workforce Planning and Analysis Packaging and Deployment Support

Industry support for various workforce planning and analysis packaging deployment options is somewhat broad and mostly mature (fig. 67). Our 2023 industry sample most supports *multi-tenant* (93 percent), *part of broader EPM solution* (79 percent), *hosted/single tenant* (71 percent), and *public cloud* (71 percent) options. *On-premises* deployment is available from 43 percent of the industry sample, and 29 percent offer *HCM solution* inclusion. Apart from *EPM bundling*, our 2023 industry deployment options are fully mature and likely to support most, if not all user preferences (fig. 60, p. 74).

Industry Workforce Planning and Analysis Packaging and Deployment Support

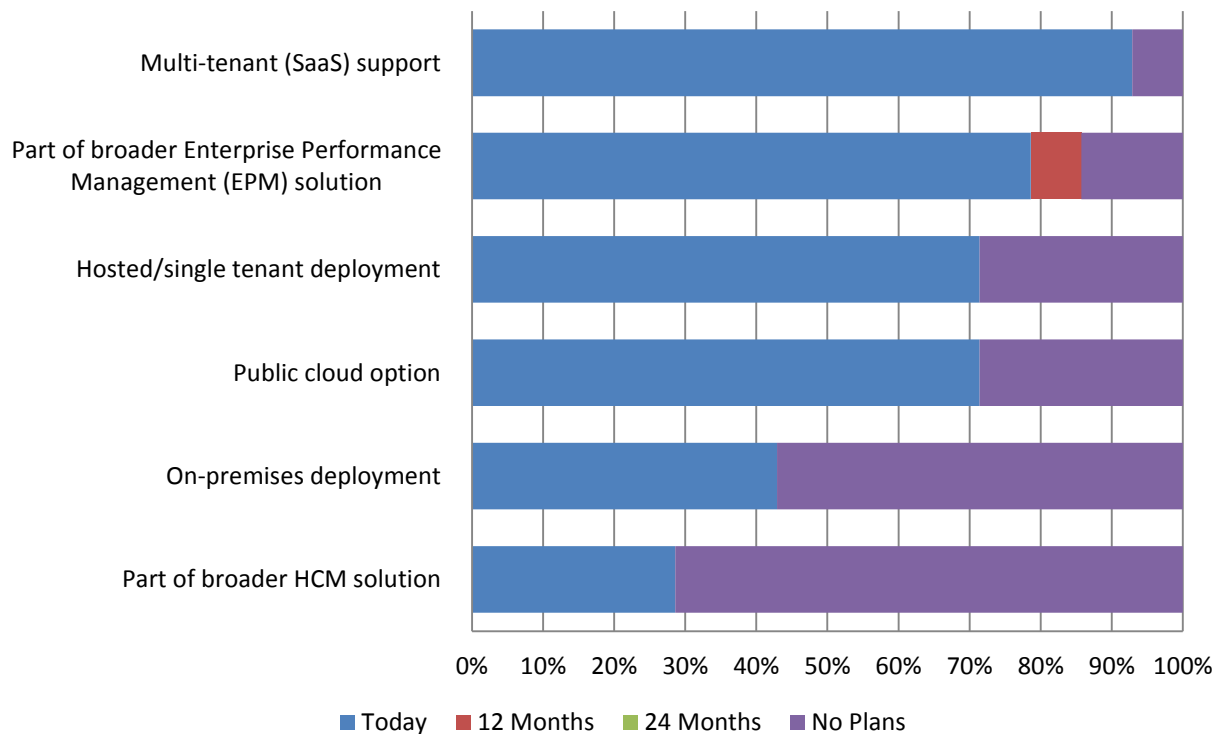


Figure 67 – Industry workforce planning and analysis packaging and deployment support

2023 Workforce Planning and Analysis Market Study

Workforce Planning and Analysis Vendor Ratings

In rating the vendors, we considered a number of criteria across planning, analytics, integration, technology, and deployment capabilities.

Top rated vendors include Visier (1st), Workday (1st), Unit4 (2nd), Board (3rd), CCH Tagetik (4th), Vena (4th), Anaplan (5th) and Planful (5th).

Workforce Planning and Analysis Vendor Ratings

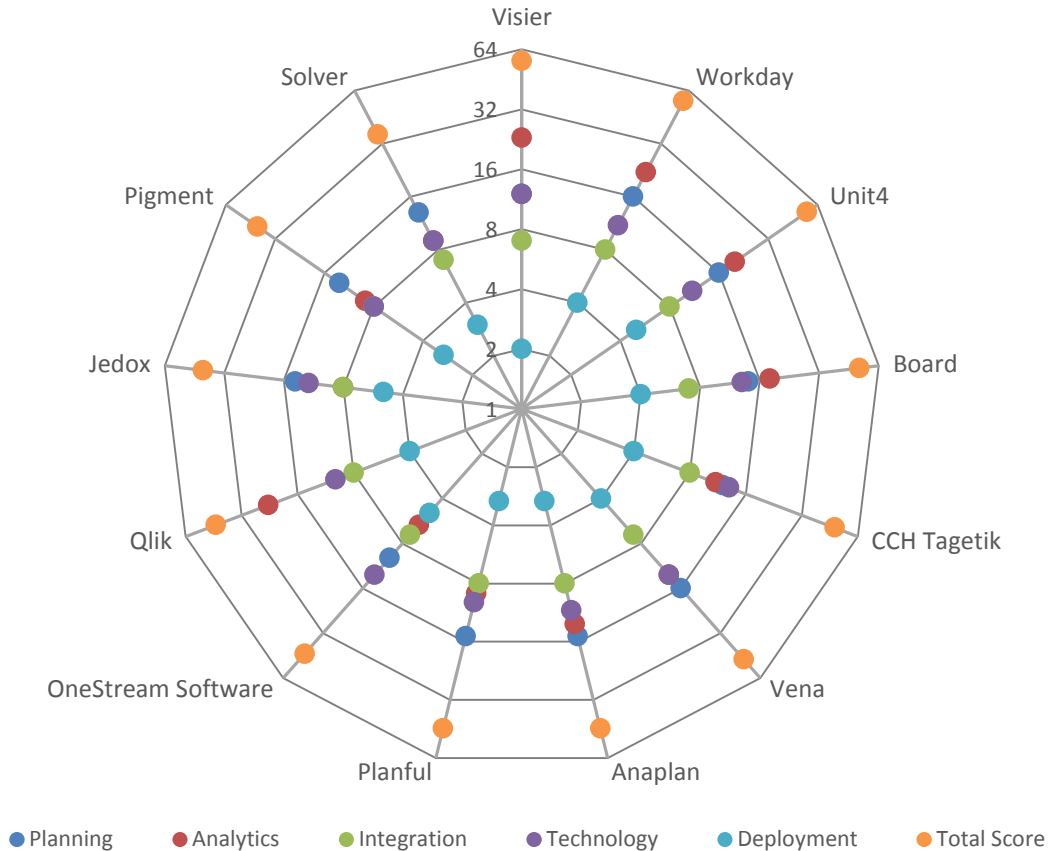


Figure 68 – Industry workforce planning and analysis vendor ratings

Other Dresner Advisory Services Research Reports

- Wisdom of Crowds® “Flagship” Business Intelligence Market Study
- Analytical Data Infrastructure
- Analytical Platforms
- BI Competency Center
- Cloud Computing and Business Intelligence
- Data Catalog
- Data Engineering
- Data Science and Machine Learning
- Enterprise Performance Management
- Financial Consolidation, Close Management and Financial Reporting
- Guided Analytics
- Master Data Management
- ModelOps
- Sales Performance Management
- Self-Service Business Intelligence
- Small and Mid-Sized Business Intelligence
- Small and Mid-Sized Enterprise Performance Management
- Supply Chain Planning and Analysis

2023 Workforce Planning and Analysis Market Study

Appendix: Workforce Planning and Analysis Study Survey Instrument

Name: _____

Company Name: _____

Address: _____

City: _____

State: _____

Country: _____

Email Address: _____

Major Geography

- Asia/Pacific
- Europe, Middle East and Africa
- Latin America
- North America

What is your current title?

What function are you a part of?

- Business intelligence competency center
- Executive management
- Finance
- Information Technology (IT)
- Manufacturing
- Marketing

2023 Workforce Planning and Analysis Market Study

- Project/program management office
- Sales
- Research and development (R&D)
- Other - Write In: _____

Please select an industry

- Advertising
- Aerospace
- Agriculture
- Apparel and accessories
- Automotive
- Aviation
- Biotechnology
- Broadcasting
- Business services
- Chemical
- Construction
- Consulting
- Consumer products
- Defense
- Distribution & logistics
- Education
- Energy
- Entertainment and leisure

2023 Workforce Planning and Analysis Market Study

- Executive search
- Federal government
- Financial services
- Food, beverage and tobacco
- Healthcare
- Hospitality
- Gaming
- Insurance
- Legal
- Manufacturing
- Mining
- Motion picture and video
- Not for profit
- Pharmaceuticals
- Publishing
- Real estate
- Retail and wholesale
- Sports
- State and local government
- Technology
- Telecommunications
- Transportation
- Utilities
- Other - Write In: _____

2023 Workforce Planning and Analysis Market Study

How many employees does your company employ worldwide?

- 1-100
- 101-1,000
- 1,001-2,000
- 2,001-5,000
- 5,001-10,000
- More than 10,000

What are your plans for employing workforce planning and analysis?*

- Using Today
- 12 Months
- 24 Months
- No Plans

What is the importance of workforce planning and analysis within your organization?

- Top priority for the overall business
- Top priority within HR
- Important to HR but not a top priority
- Not considering
- Don't know

Workforce Planning and Analytics Products

Which vendor/product are you using for workforce planning and analysis?:

How satisfied are you with your vendor and product for workforce planning and analysis?

2023 Workforce Planning and Analysis Market Study

- Extremely satisfied
- Mostly satisfied
- Somewhat satisfied
- Somewhat unsatisfied
- Unsatisfied

Who are / will be the users of workforce planning and analysis?

	Primary	Secondary	Will not use
Sales	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Finance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information Technology (IT)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manufacturing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Operations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supply Chain	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer Service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

64) Please assign the importance associated with the following workforce planning capabilities

2023 Workforce Planning and Analysis Market Study

	Critical	Very Important	Important	Somewhat Important	Not Important
Workforce compensation planning and scenario simulation	()	()	()	()	()
Workforce planning per employee, organization and vacancy	()	()	()	()	()
Benchmark values by industry, geography, etc.	()	()	()	()	()
Industry-specific workforce planning (e.g. MFG, Retail, Healthcare, Pharma, CPG)	()	()	()	()	()
Multi-currency support	()	()	()	()	()
Rolling workforce forecasts (e.g., weekly, monthly, quarterly, annual)	()	()	()	()	()
Workforce	()	()	()	()	()

2023 Workforce Planning and Analysis Market Study

costing					
Workforce forecasting and pipeline management	()	()	()	()	()
Workforce quota and commission planning	()	()	()	()	()
Workforce resource planning	()	()	()	()	()
Workforce territory planning	()	()	()	()	()
Scenario planning	()	()	()	()	()
Supply and demand balancing	()	()	()	()	()
Top-down and bottom-up planning	()	()	()	()	()
Automated data entry checks	()	()	()	()	()
Succession planning	()	()	()	()	()
Retention planning	()	()	()	()	()

2023 Workforce Planning and Analysis Market Study

65) Please assign the importance associated with the following workforce analysis capabilities

	Critical	Very Important	Important	Somewhat Important	Not Important
Headcount and core demographics	()	()	()	()	()
Retention	()	()	()	()	()
Engagement and recognition	()	()	()	()	()
Diversity, equity and inclusion	()	()	()	()	()
Compensation	()	()	()	()	()
Performance and succession	()	()	()	()	()
Talent mobility (e.g., internal movement and promotions etc.)	()	()	()	()	()
Employee experience	()	()	()	()	()
Employee cases	()	()	()	()	()
Employee safety	()	()	()	()	()

2023 Workforce Planning and Analysis Market Study

Time and attendance	()	()	()	()	()
Talent acquisition	()	()	()	()	()
Learning	()	()	()	()	()
Skills	()	()	()	()	()
Contingent workforce	()	()	()	()	()
Individual productivity (e.g., deals closed, calls answered etc.)	()	()	()	()	()
History of HR data over time plus keeping track of changes	()	()	()	()	()
Library of predefined KPIs	()	()	()	()	()
Multi-dimensional analysis	()	()	()	()	()
Pre-configured dashboards and reports	()	()	()	()	()
Predictive workforce forecasting	()	()	()	()	()

2023 Workforce Planning and Analysis Market Study

Year-end projections and forecasting	()	()	()	()	()
Workforce performance benchmarking (e.g. win rates, bookings etc.)	()	()	()	()	()

How important are the following data access and manipulation capabilities?

	Critical	Very Important	Important	Somewhat Important	Not Important
Utilize and update multiple hierarchies (e.g., supervisory, finance, business unit)	()	()	()	()	()
Unify data from multiple source systems (e.g., HRIS, ATS, LMS, Survey, etc.)	()	()	()	()	()
Access relevant industry benchmarks for common metrics e.g. resignation rate or promotion rate	()	()	()	()	()

2023 Workforce Planning and Analysis Market Study

Add business data such as sales, customer satisfaction etc	()	()	()	()	()
Map and re-map changes in data overtime e.g updates to job names or performance ratings	()	()	()	()	()
Pipe people data into other components of the enterprise analytics architecture (e.g., data science tools or data warehouse/lake)	()	()	()	()	()
Cleanse and transform raw data from source systems to prepare them for analytic use cases	()	()	()	()	()

How important is the ability to create / share the following business insights?

	Critical	Very Important	Important	Somewhat Important	Not important
Standardized metric calculations	()	()	()	()	()

2023 Workforce Planning and Analysis Market Study

Customize or add new metrics and calculations	()	()	()	()	()
Analyze specific cohorts of employees (e.g., women who became managers 2 years ago)	()	()	()	()	()
Ad-hoc analysis on any piece of shared content	()	()	()	()	()
Drill down to the specific detail within the chart	()	()	()	()	()
Predict the probability of key events (e.g., resignation, promotion, etc.)	()	()	()	()	()
Predict future outcomes (e.g., time to fill)	()	()	()	()	()
Compare individuals to peers or across business units or	()	()	()	()	()

2023 Workforce Planning and Analysis Market Study

geographies					
Share data securely to HRBPs, BU leaders and line managers	()	()	()	()	()
Share data and insights via email	()	()	()	()	()
Embed data and insights into other enterprise applications	()	()	()	()	()
Guide users in the interpretation of the data	()	()	()	()	()
Build and share dashboards (Monitoring based content)	()	()	()	()	()
Build and share data stories (Explanations of key business impacts)	()	()	()	()	()
Guide users to relevant external content (e.g.,	()	()	()	()	()

2023 Workforce Planning and Analysis Market Study

HBR article on retention strategies)					
End-users creating and sharing their own content without specialist	()	()	()	()	()

How important are the following integration features for a workforce planning and analysis solution?

	Critical	Very Important	Important	Somewhat Important	Not important
Ability to integrate data from HRIS systems (e.g., UKG)	()	()	()	()	()
Ability to integrate data from leading ERP systems	()	()	()	()	()
Export data to Excel, PDF	()	()	()	()	()
Integration with compensation management systems	()	()	()	()	()
Integration with financial planning and	()	()	()	()	()

2023 Workforce Planning and Analysis Market Study

budgeting applications (EPM)					
Integration with inventory planning	()	()	()	()	()
Integration with production planning	()	()	()	()	()
Integrated social collaboration	()	()	()	()	()

How important are the following additional features for a workforce planning and analysis solution?

	Critical	Very Important	Important	Somewhat Important	Not important
Access control based on users and roles	()	()	()	()	()
Automated alerts and notifications, including email alerting	()	()	()	()	()
Double-byte character support	()	()	()	()	()
Excel-based data entry	()	()	()	()	()
Support for reporting/dashboards	()	()	()	()	()

2023 Workforce Planning and Analysis Market Study

Mobile support for data entry, workflow, processing	()	()	()	()	()
Multi-language support	()	()	()	()	()
Offline support for disconnected planning	()	()	()	()	()
Statistical forecasting functions	()	()	()	()	()
Textual annotations of input assumptions	()	()	()	()	()
Web user interface	()	()	()	()	()
Workflow for reviews and approvals, process status	()	()	()	()	()
Embedded AI/machine learning	()	()	()	()	()

How important are the following deployment features for a workforce planning and analysis solution?

	Critical	Very Important	Important	Somewhat Important	Not important
Public cloud option	()	()	()	()	()
Multi-tenant (SaaS) support	()	()	()	()	()

2023 Workforce Planning and Analysis Market Study

Hosted/single tenant deployment	()	()	()	()	()
On-premises deployment	()	()	()	()	()
Part of broader Enterprise Performance Management (EPM) solution	()	()	()	()	()
Part of broader HCM solution	()	()	()	()	()