



*features*

**The HCM Vendor Landscape:  
The Evolution of the “Core HRMS” Segment 7**

By James Holincheck, Gartner

Human Resources was on the leading edge of technology waves such as client/server solutions in the late 1980s and early 1990s, and Web-based solutions and the Software-as-a-Service (SaaS) delivery models in the late 1990s. Most organizations have come a long way in their use of HR technology, especially core HRMS solutions. They have automated many manual processes, lowered the cost of HR service delivery, and improved the quality and velocity of HR information. Certainly, there is still room to improve in some of these basics, but these solutions have set a strong foundation for the future.

**Now You See Them, Now You Don't:  
Movements in the HRO Provider Landscape 11**

By Synco Jonkeren, EquaTerra

In the human resources outsourcing industry, there are many success stories; however there are also failures and retreats resulting in the current, rugged provider landscape. If, in your future, there is increased pressure to reduce costs and/or to transform your HR function and you would be considering outsourcing as one of your delivery options, it would be wise to take into account the changing landscape of service providers. Because you want the provider you choose today to be around tomorrow.

**And Then There Were Some:  
Consolidation in the Talent Management Market 14**

By Lisa Rowan, IDC

Much like in a Darwinian way, a market can't thrive if there are too many players with too little differentiation among them. You need look no further than Anheuser-Busch to see that no company is immune from acquisition, no matter how old or how large. As a client of one or more talent management offerings, it is important that you stay agile and alert as the only thing that will remain constant is change. We have not seen the end of the consolidation road in talent management.

**Oracle's Fusion: SOA Sweet (Suite) 16**

By Calvin “Cal” Yonker, CedarCrestone

Oracle's acquisition of PeopleSoft touched off a massive consolidation of the technology landscape. Unfortunately, Oracle's initial communication and marketing efforts were confusing, leading to misconceptions and misunderstandings; some of which lingers with us today, especially around the term Fusion. Still, Oracle's recent actions and messaging are bringing clarity to its intent, as well as how the HR community can benefit from Fusion Middleware.

**Show Me the Value! What You Should Expect  
from Your Technology Partner 20**

By Katharina Müllers-Patel, Ph. D., SAP America, Inc.

As value delivery is a critical consideration, your technology vendor/partner should not be selected based solely on their software capabilities. Instead, they should also be judged on their ability to support your organization consistently throughout the entire value life cycle, their expertise in doing so, whether supporting services are free or fee-based, and how they provide you access to peers on all levels – IT, business and executives – in like companies.

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