



Ed Colby, Guest Editor

Ed Colby, senior work force management consultant for Kronos Incorporated, is a self-professed HCM technology evangelist who has held director level positions in professional services, strategic solutions consulting, and marketing for several leading-edge HCM technology providers. He holds a M.B.A. degree from Northeastern University and a B.S. degree from Tufts University. In addition to his current role on the Editorial Committee of IHRIM.link magazine, his previous leadership roles with IHRIM have included Content Chairperson – Annual Conference, Professional Development Committee, and New England Chapter board of directors.

As we end 2008 on an economic roller coaster ride, it's appropriate to focus on the ups and downs of what's been happening in the HCM vendor space; a time to take stock, survey the horizon, and help sort out the "wannabe's" and the "has-beens" from the current survivors and emerging major players. This issue features major segments of the HCM service delivery arena, including perspectives from some of our leading industry analysts and observers, to help you make sense of the churn and burn as you look to make strategic investments.

We begin by taking a magical mystery ride and somewhat of a look in our rear view mirror at "the road just traveled" as we review what's been happening in the traditional, core HRMS vendor landscape. In our opening article titled "The HCM Vendor Landscape: The Evolution of the 'Core HRMS' Segment," Jim Holincheck, a respected HCM industry analyst from Gartner, provides an overview of the evolution of this segment, including a view of the *HCM solutions landscape*, and the *HCM software vendor landscape*. He closes with a great prescription for how to survive the rapids if you choose to put your raft in the water; no surprise, it's as simple as getting back to basics.

We move from Jim's look at the core HRMS segment to get an insider's view of a much younger service delivery alternative that has had ups and downs in its very short life – Comprehensive Human Resources Outsourcing (CHRO). In his article "Now You See Them, Now You Don't: Movements in the HRO Provider Landscape," Synco Jonkeren, a well-known expert in HCM and a great friend of IHRIM, now with EquaTerra, shows us what's been happening under the covers in CHRO. And it isn't pretty – or simple. This service delivery arena has experienced major upheaval as it has attempted to reach adolescence without incurring a fatal blow. The sheer enormity of these typically long-term deals places major risk on buyers and providers. A scorecard is almost as essential to monitor happenings in this space as it is for that of talent management, which is our next article.

Lisa Rowan, a highly regarded HCM industry analyst from IDC, helps make sense of what's been happening in the talent management vendor space. Although we covered talent management in the June/July issue of *IHRIM.link*, this space is so hot that it warrants continued coverage. In her article "And Then There Were Some: Consolidation in the Talent Management Market" Lisa reveals the churn that this vendor space has suffered (I mean experienced) and the myriad variation of vendors who have come and gone through merger and acquisition, as well as the numerous point solution vendors who have benefitted from the many discrete components of that elusive pie in the sky called Integrated Talent Management.

In what has been a frustration to many, and a mystery to most, Cal Yonker, CEO of CedarCrestone, provides an extremely enter-

taining and insightful look at the history and future of the Oracle Fusion initiative. Many predicted what appears to be occurring now as a typical end result of the takeover of an elephant by a behemoth. In his article "Oracle's Fusion: SOA Sweet (Suite)," Cal provides a candid assessment for current PeopleSoft users, and a great educational lesson on service-oriented architecture (SOA) – it's a must read!

Having trouble realizing the value your vendor promised you'd receive from implementing their solution? In our last feature article, "Show Me the Value! What You Should Expect From Your Technology Partner," Katharina Müellers-Patel, Ph.D., senior principal – SAP Customer Value Network, provides an overview of "The Implementation Value Lifecycle" and "Customer Value Networks," core elements of services provided by SAP's Value Engineering team. As quoted from her article, vendors should be selected on the basis of much more than their software, "Value delivery is as important as value expression." Katharina reveals the services offered by SAP to ensure customers realize the value they expect.

Thanks to department editor Yazmin Oliveira of Cox Enterprises for assembling a great, complementary array of articles to round out this issue.

In our *Executive Corner* column, Kay Mason of NorthgateArinso discusses the challenges faced by HR and HRMS for multinationals and advises how to meet the challenge. The adage "you don't get a second chance to make a great first impression" is extremely applicable to employers as they compete for talent. In our *Functional Focus* column, Karen Perron of SilkRoad Technology shows how you can, and must, provide new employees a first-class "talent onboarding experience." In the *Global Perspective* column, Deepak Desai, of GlobalEnglish Corporation, outlines the communications challenges faced by organizations competing in the global marketplace and the necessity of communicating in English. Deepak articulates how technology can advance the success of mass English learning. Looking for a way to attract and engage the new work force? In our *New to the Market* column, Adam Peterson, CEO of VIPE, discusses the benefits of on-demand video management systems for organizations to add video as a standard part of their recruitment, hiring and onboarding process. In our *Tech Notes* column, Vincent Schoenfelder, of CapTech Ventures, shows how you too can realize the dream of a unified *enterprise portal*, using the latest portal and Web 2.0 technologies to provide a seamless user experience. Plus, we have the *Private Eye*, *Back Page* and *In Review* columns to round out this issue.

Enjoy your reading experience and be sure to check out the Annual Buyers Guide. We hope you take full advantage of the multitude of educational and networking opportunities that help make IHRIM *the* professional association for HCM professionals.