

FOR: Application  
Development  
& Delivery  
Professionals



# The Forrester Wave™: Talent Management, Q1 2013

by Claire Schooley, March 12, 2013

## KEY TAKEAWAYS

### **Leading Talent Management Vendors Go Beyond Basic Functionality To Provide Integrated Suites**

Talent vendors support competency, goal, performance, succession, and learning processes. An attractive suite offering enables customers to deal with one vendor and generally achieve better process and data integration. Customers may still select individual components based on specialized needs or gaps in their current applications portfolios.

### **The Talent Management Market Is Growing As AD&D Pros Embrace SaaS Offerings**

HR professionals must evaluate, develop, and retain top talent and need technology appropriate for non-IT professionals. Forrester clients are moving toward SaaS — more than 90% of talent inquiries relate to SaaS deployments. Competitive SaaS pricing has driven down the overall price of talent applications, and these revenues are growing rapidly.

### **Mobile, Social, User Interface, And Customer Service Are Key Differentiators In This Market**

Key vendor differentiators are mobile capability in performance and learning activities and social capability to give praise from a social network and have the praise appear in context in the performance app. An intuitive user interface and great customer service have become top requirements over and above some innovative functional features.



## The Forrester Wave™: Talent Management, Q1 2013

The Nine Providers That Matter Most And How They Stack Up

by [Claire Schooley](#)

with [Paul D. Hamerman](#), [Khalid Kark](#), and Kelsey Murphy

### WHY READ THIS REPORT

Learning and talent management are closely aligned in the best talent vendor offerings. This area of human resource management (HRM) is fast-growing and innovative in its use of social, cloud, and mobile technology. In Forrester's 57-criteria evaluation of performance, succession, and learning vendors, we identified the nine most significant software providers — ADP, Cornerstone OnDemand, Halogen Software, Kenexa, Peoplefluent, Saba Software, SilkRoad, SuccessFactors, and SumTotal Systems — in the category and researched, analyzed, and scored them. This report details our findings about how well each vendor fulfills our criteria and where they stand in relation to each other to help application development and delivery (AD&D) professionals and their HR business partners select the right software to meet their talent management needs.

### Table Of Contents

#### 2 Talent Management Becomes Critical To Organizations

Consolidation Alters The Talent Management Landscape

Suite Vendors With A SaaS Offering Dominate This Market

#### 5 Talent Management Evaluation Overview

Evaluation Criteria Focus On Functional Depth, Technology, And Solution Strategies

Evaluated Vendors Serve Enterprises With Combined Performance And Learning

#### 8 Vendors Provide Solutions With Depth, Flexibility, And Ease Of Use

#### 10 Vendor Profiles

Leaders Meet Global Market Needs With Rich, Deep Talent Features

Strong Performers Are Investing And Growing Fast

#### 12 Supplemental Material

### Notes & Resources

Forrester conducted product evaluations in late 2012 and interviewed nine vendors — ADP, Cornerstone OnDemand, Halogen Software, Kenexa, Peoplefluent, Saba Software, SilkRoad, SuccessFactors, and SumTotal Systems — and more than 30 user companies that included enterprise and midmarket firms and Forrester inquiry clients using the evaluated products.

### Related Research Documents

[Drive Continuous Improvement With Strong Change Management And Employee Training](#)  
September 26, 2012

[Transform Strategic Processes For Talent Management And Employee Engagement](#)  
September 18, 2012

[The Forrester Wave™: Human Resource Management Systems, Q1 2012](#)  
January 25, 2012

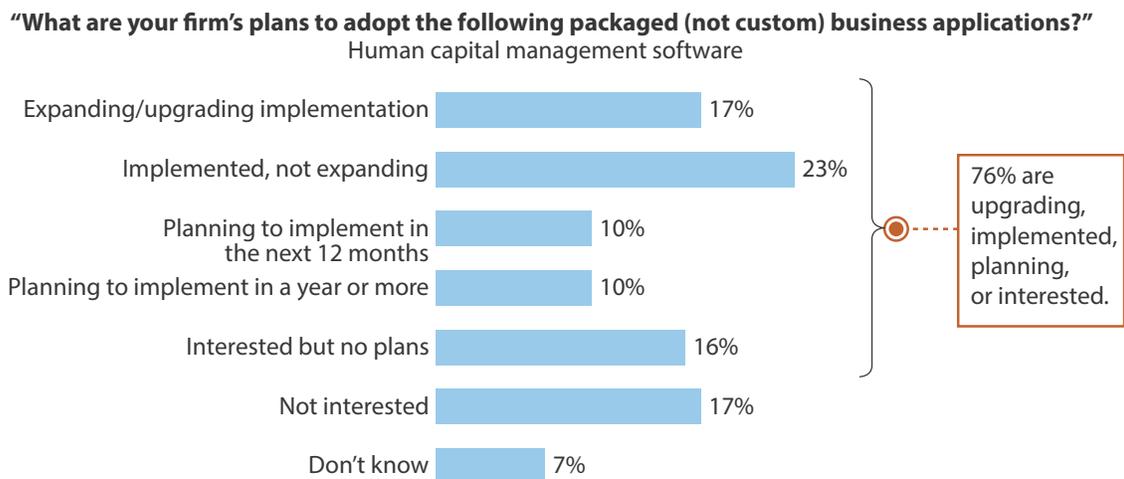


## TALENT MANAGEMENT BECOMES CRITICAL TO ORGANIZATIONS

Selecting, developing, and retaining talent is a high priority for organizations. The right expertise and skills, a good cultural fit, the desire to grow and develop skills, and a collaborative and energetic attitude are all characteristics that organizations look for in new employees. Once employees are in place, it's essential to ensure that individual performance goals are clear, learning is in place to fill performance gaps, and that employees know the future opportunities available to them. Forrester research shows that learning management systems (LMS) and the human resource management (HRM) offerings in general are in place or in the planning stage at approximately 75% of enterprise organizations (see Figure 1 and see Figure 2).

To assist in this process, a suite of talent management applications helps business leaders make sure they address these talent areas. This Forrester Wave is devoted to three of these applications in a software-as-a-service (SaaS) deployment: performance management, learning management, and succession planning. Recruiting and compensation apps are not included in this evaluation.

**Figure 1** Human Resource Management Software Shows Strong Growth



Base: 826 packaged application software decision-makers from firms with 1,000 or more employees

Source: Forrsights Software Survey, Q4 2012

91541

Source: Forrester Research, Inc.

**Figure 2** Learning Management Software Shows Solid Adoption And Continued Investment

**“What are your firm’s plans to adopt the following packaged (not custom) business applications?”**



Base: 826 packaged application software decision-makers from firms with 1,000 or more employees (percentages may not total 100 because of rounding)

Source: Forrsights Software Survey, Q4 2012

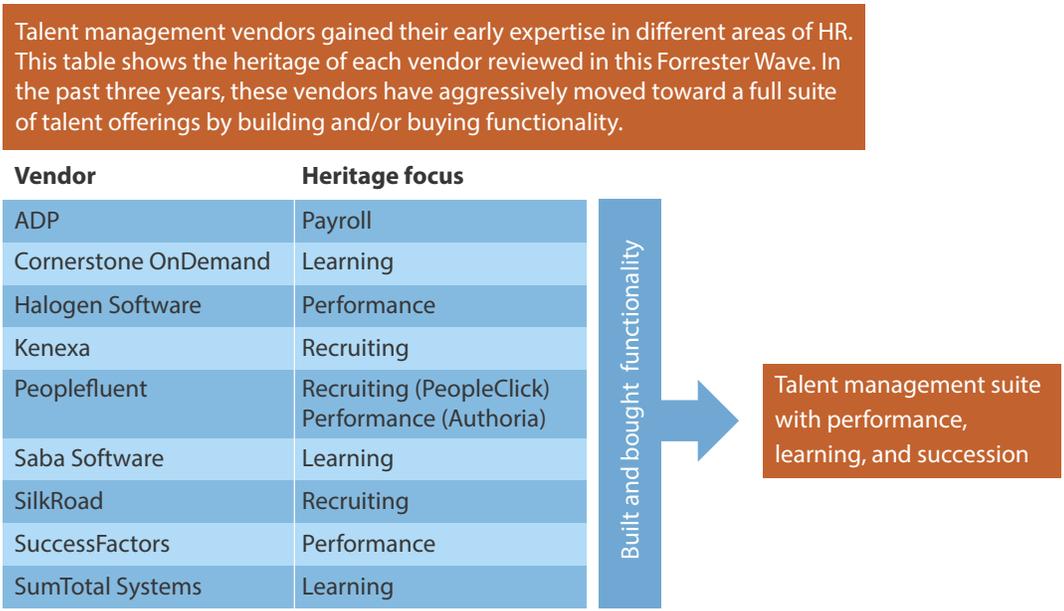
91541

Source: Forrester Research, Inc.

### Consolidation Alters The Talent Management Landscape

In the past two years, tremendous market consolidation has dramatically changed the talent management landscape.<sup>1</sup> Large enterprise resource planning (ERP) players swooped up smaller vendors so they could offer a complete talent suite. Traditional recruiting vendors broadened their offering by acquiring performance and learning vendors. Learning vendors expanded to the full talent suite by building new functionality or acquiring other pieces of the talent suite. Figure 3 provides an overview of the heritage of vendors in the talent space (see Figure 3). After this consolidation, the ongoing vendor challenge is the integration of the talent components to provide the user with as seamless an experience as possible.

**Figure 3** Talent Suite Vendors Come From A Diverse Heritage



91541

Source: Forrester Research, Inc.

### Suite Vendors With A SaaS Offering Dominate This Market

The trend toward suite solutions that offer SaaS had already begun when we wrote the previous Forrester Talent Management Wave in 2011.<sup>2</sup> This trend has accelerated along with the desire to obtain as much functionality as possible from a single vendor. Forrester finds that more than half of customers want a single solution, and about one-third are willing to sacrifice some functionality to stay with one vendor.<sup>3</sup>

By focusing on one suite SaaS solution from a single vendor, customers expect:

- **Seamless integration that provides a user interface with a consistent look and feel.** If the talent management suite is not a single code base, the vendor needs to do significant technical work to harmonize the user experience and provide deep process flow and data integration. Vendors touting a unified talent management offering must go beyond skin-deep navigation and cosmetic user interfaces.
- **Sharing information across applications and the ability to move among apps seamlessly.** A manager doing a performance review may want to identify appropriate learning for an employee. With a unified suite, the manager can easily move from performance to learning management, identify the learning, and place it on the employee’s learning plan.

- **Cost savings when purchasing multiple applications simultaneously from the suite vendor.** Vendors make every effort to sell multiple applications and make these attractive by offering them at a significantly lower price than buying the applications separately. They also encourage a multiyear SaaS subscription — usually three years — to get the best price.
- **No costly upgrades because SaaS customers are always on the same version of the software.** An attractive feature of a SaaS deployment is the elimination of costly upgrades that are often deferred in an on-premises world. In a true SaaS deployment model, customers are all on the same software version and choose when to turn on additional enhancements the vendor provides several times per year.
- **Configurations instead of customizations.** SaaS offerings are very configurable, which enables customers to configure offerings to meet their business needs. Customers assume a different mindset by moving away from costly customizations and accepting fact that they may have to change some business processes for SaaS.

While a suite solution that enables customers to get all talent functionality from one vendor is the ideal, many customers find this challenging because the products are not equally robust across the suite. The vendor's heritage product is usually the strongest offering. However, we do not recommend choosing all best-of-breed vendors for each of the talent solutions. You will have too many vendors to manage, the integrations will be a challenge, and the solutions will not be cost effective. Rather, choose the suite vendor that will meet most of your needs and add another vendor only when your business requirements demand it.

## TALENT MANAGEMENT EVALUATION OVERVIEW

To participate in this Forrester Talent Management Wave, a vendor must provide three solutions as SaaS offerings: performance, learning, and succession. This evaluation looks at how closely these applications are unified to provide an intuitive experience for the users. To assess the state of the talent management market and see how the vendors stack up against each other, Forrester evaluated nine of the top talent management vendors. Two other vendors that also have SaaS talent offerings, Oracle and Lumesse, were invited to participate in the evaluation but declined.

### Evaluation Criteria Focus On Functional Depth, Technology, And Solution Strategies

After examining past research, user need assessments, and vendor and expert interviews, we developed a comprehensive set of evaluation criteria. We evaluated vendors against 57 criteria, which we grouped into three high-level buckets:

- **Current offering.** Our current offering assessment evaluated the strength of the vendors' products across a wide spectrum of performance and succession capabilities (including

competency management, goal management, performance reviews, career development planning, and succession planning) and learning management capabilities (including learning and content management, collaboration, and social computing). Our assessment also examined the technology features and the customer experience.

- **Strategy.** Our assessment of the vendors' strategies focused on the strength of each vendor's vision, technology road map, and market positioning. Our assessment also examined cost and value, strategic alliances for implementation services and sales, and the reseller channel.
- **Market presence.** Our assessment of market presence focused on the vendors' depth of human and financial resources available to enhance their products and serve customers. Our examination included vendors' financial viability, installed customer base, number of employees in different areas of responsibility, and domestic and international office presence.

### Evaluated Vendors Serve Enterprises With Combined Performance And Learning

Forrester included these nine vendors in the assessment: ADP; Cornerstone OnDemand; Halogen Software; Kenexa, an IBM Company; Peoplefluent; Saba Software; SilkRoad technology; SuccessFactors, an SAP Company; and SumTotal Systems. Each of these vendors has (see Figure 4):

- **A SaaS offering for both performance and learning.** We did not evaluate installed solutions.
- **A combined performance and learning offering.** All of the vendors provide a performance solution, including succession planning and career development, and a learning management system.
- **Annual revenue of more than \$40 million.** All of the vendors in this evaluation had revenues of more than \$40 million in their most recent calendar or fiscal year.
- **A focus on enterprise customers.** The vendors in this evaluation must have a solution that scales for enterprise use.
- **Recognition by Forrester clients and talent management users.** The vendors included here are often discussed in client inquiries and are on clients' vendor shortlists.

**Figure 4** Evaluated Vendors: Product Information And Selection Criteria

<b>Vendor</b>	<b>Products evaluated</b>	<b>Release date</b>
ADP	ADP Performance (includes Succession), ADP Learning <i>Part of ADP Talent Management</i>	May 2012
Cornerstone OnDemand	Cornerstone Learning Cloud, Cornerstone Performance Cloud (includes Succession) <i>Part of Cornerstone OnDemand Integrated Talent Management Suite</i>	November 2012
Halogen Software	Halogen eAppraisal, Halogen e360 Multirater, Halogen eSuccession, Halogen eLearning Manager <i>Part of Halogen Talent Management Suite</i>	June 2012
Kenexa, an IBM Company	2x Performance, 2x Succession, 2x Learning Suite <i>Part of Kenexa 2x Integrated Talent Management Suite</i>	November 2012
Peoplefluent	Peoplefluent Learning, Peoplefluent Performance, Peoplefluent Succession <i>Part of Peoplefluent Social HCM Suite</i>	November 2012
Saba Software	Saba Enterprise LMS, Saba Talent Management Suite (includes Succession) <i>Part of Saba Enterprise Cloud</i>	September 2012
SilkRoad technology	WingSpan Performance Management (includes Succession), GreenLight Learning Management <i>Part of SilkRoad's Life Suite</i>	December 2012
SuccessFactors, an SAP Company	SuccessFactors Performance & Goals, Succession & Development, and Learning <i>Part of SuccessFactors Business Execution (BizX) Suite</i>	October 2012
SumTotal Systems	SumTotal Performance, SumTotal Learning, SumTotal Succession, SumTotal Analytics <i>Part of SumTotal Talent Applications</i>	October 2012

91541

Source: Forrester Research, Inc.

**Figure 4** Evaluated Vendors: Product Information And Selection Criteria (Cont.)

Vendor selection criteria
<b>A SaaS offering for both performance and learning.</b> We did not evaluate installed solutions.
<b>A combined performance and learning offering.</b> All of the vendors provide a performance solution, including succession planning and career development, and a learning management system.
<b>Annual revenue of more than \$40 million.</b> All of the vendors in this evaluation had revenues of more than \$40 million in their most recent calendar or fiscal year.
<b>A focus on enterprise customers.</b> The vendors in this evaluation must have a solution that scales for enterprise use.
<b>Recognition by Forrester clients and talent management users.</b> The vendors included here are often discussed in client inquiries and are on clients' vendor shortlists.

91541

Source: Forrester Research, Inc.

## VENDORS PROVIDE SOLUTIONS WITH DEPTH, FLEXIBILITY, AND EASE OF USE

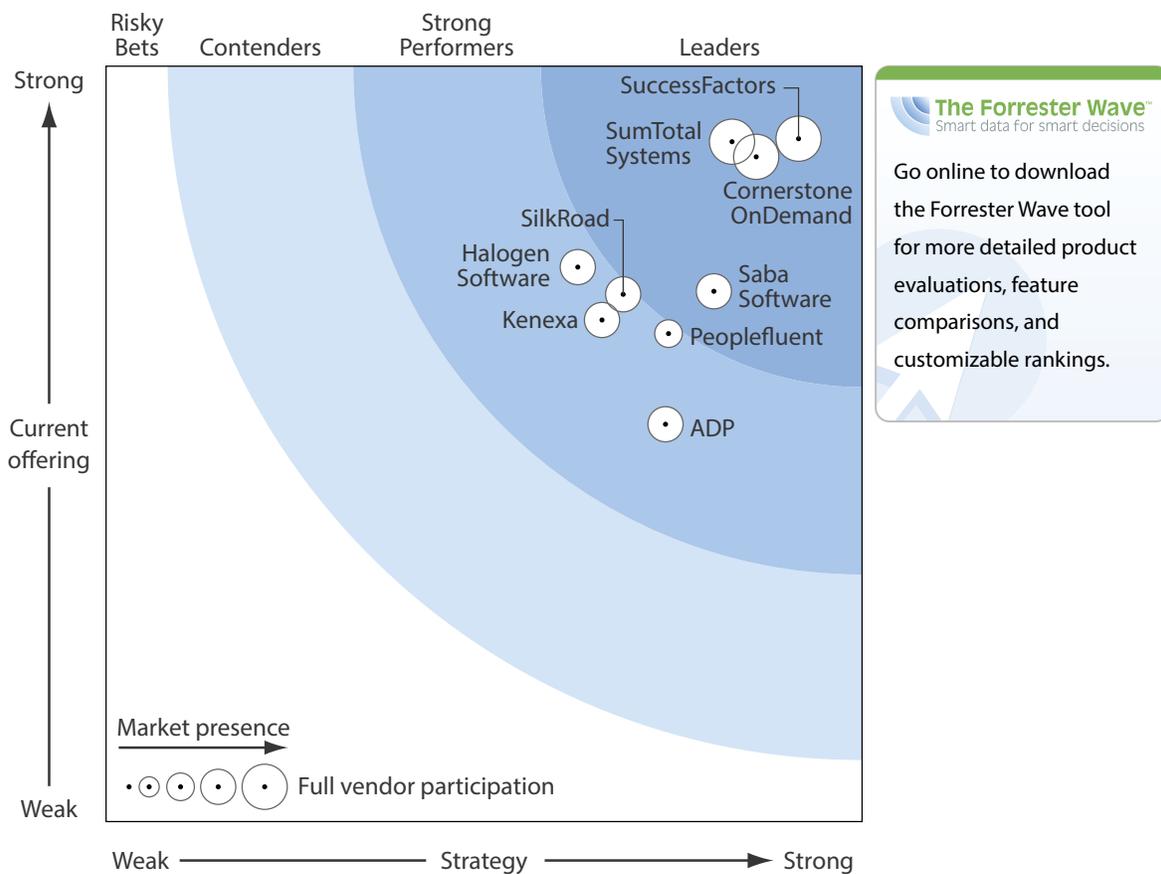
The evaluation showed a talent management software market in which the technology provides a rich resource to manage employees' performance and development. The vendors have developed products that combine the formal aspects of talent management with the informal and social components that are gaining traction in the talent management world (see Figure 5):

- **SuccessFactors, Cornerstone OnDemand, SumTotal Systems, and Saba lead the pack.** These vendors continue to be Leaders in talent management and are solid competitors in the international market. SuccessFactors leads in overall talent management functionality, but Cornerstone OnDemand and SumTotal Systems are right behind it, both experiencing excellent growth in both performance and learning markets. Saba, also in the Leader category, continues to offer a product known for its depth of features and rich functionality.
- **Peoplefluent, SilkRoad, Halogen, and Kenexa offer competitive options.** Peoplefluent is quickly developing its capabilities in performance and succession as well as social with the acquisition of Socialtext. Learning management is a recent acquisition that is now integrated, which positions Peoplefluent well for the future. SilkRoad has moved from a strong midmarket offering to an up-and-coming competitor in the broader talent arena with its focus on easy-to-use software and use of social (called Point) throughout its applications. Halogen continues to meet needs of the midmarket globally and garners very satisfied customers with its feature-packed performance, succession, and career development offerings. Kenexa has added performance, succession, and learning capabilities recently and now, with its acquisition by IBM, is poised to build out these features as it focuses on what IBM calls the "smarter workforce with a focus on social business."

- ADP, a newcomer to talent, shows promise.** ADP is now more than a payroll organization as it aggressively enters the talent market. With a talent offering less than a year old and a learning offering only a few months old, ADP has made good headway in entering this competitive market. With strong financial viability, a very large customer base for payroll and core HR, and a large sales force, ADP is positioned for growth in talent management.

This evaluation of the talent management market is intended to be a starting point only. We encourage clients to view detailed product evaluations and adapt criteria weightings to fit their individual needs through the Forrester Wave Excel-based vendor comparison tool.

**Figure 5** Forrester Wave™: Talent Management, Q1 '13



**The Forrester Wave™**  
 Smart data for smart decisions

Go online to download the Forrester Wave tool for more detailed product evaluations, feature comparisons, and customizable rankings.

Source: Forrester Research, Inc.

**Figure 5** Forrester Wave™: Talent Management, Q1 '13(Cont.)

	Forrester's Weighting	ADP	Cornerstone OnDemand	Halogen Software	Kenexa, an IBM Company	Peoplefluent	Saba Software	SilkRoad technology	SuccessFactors, an SAP Company	SumTotal Systems
<b>CURRENT OFFERING</b>	50%	2.63	4.40	3.67	3.32	3.23	3.51	3.49	4.52	4.50
Competency, goals, performance, succession	20%	2.12	4.60	3.66	2.97	3.58	4.00	3.30	4.88	4.66
Learning management and collaboration	20%	2.70	4.56	1.38	3.36	2.92	4.44	3.74	4.64	4.72
Technology and related features	20%	2.35	4.26	3.30	2.90	3.66	4.53	3.04	4.47	4.50
Customer experience	40%	3.00	4.30	5.00	3.70	3.00	2.30	3.70	4.30	4.30
<b>STRATEGY</b>	50%	3.70	4.30	3.12	3.28	3.72	4.02	3.42	4.58	4.14
Product strategy and vision	70%	4.00	4.00	3.60	3.40	3.60	3.60	3.60	4.40	4.20
Cost and value	0%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Strategic alliances	30%	3.00	5.00	2.00	3.00	4.00	5.00	3.00	5.00	4.00
<b>MARKET PRESENCE</b>	0%	3.35	4.18	3.21	3.56	2.77	3.04	3.10	4.28	4.40
Financial viability	40%	3.80	4.20	3.40	4.20	3.00	2.40	2.80	5.00	5.00
Installed base	50%	2.90	4.00	3.10	3.00	2.30	3.40	3.20	3.80	3.80
Employees and offices	10%	3.80	5.00	3.00	3.80	4.20	3.80	3.80	3.80	5.00

All scores are based on a scale of 0 (weak) to 5 (strong).

Source: Forrester Research, Inc.

## VENDOR PROFILES

### Leaders Meet Global Market Needs With Rich, Deep Talent Features

- SuccessFactors, an SAP Company.** SuccessFactors continues its leadership in the performance and succession space. With its acquisition of Plateau Systems in 2011, it added robust learning management capabilities, making it the strongest suite player in the talent management space. Particular strengths are competency management with its integrated and third-party libraries, performance reviews with continuous peer feedback capabilities from multiple applications, and an intuitive user interface with personalization capabilities.

- **Cornerstone OnDemand.** Cornerstone is the fastest growing talent management vendor in organic growth of new customers, active customer increases, and company employees. As a forward-looking company, it offers features like a full extended enterprise app for customers and partners, a rich career development product, and a leading learning management system with significant investment in meeting localization needs of non-US-based companies. The applications are also very flexible and adaptable and growing in the area of making mobile and social “everywhere.”
- **SumTotal Systems.** SumTotal Systems, the largest of the pure-play talent management vendors, has acquired companies to build out its suite. While SumTotal offers a SaaS deployment, it also offers an on-premises deployment aimed at giving customers a choice. It has excellent localizations to meet country requirements — sometimes through partnerships — that other vendors find challenging. It continues to expand its mobile platform, social components, and portal strategy to provide its trademark feature/functionality depth.
- **Saba Software.** Saba continues as a leader in learning domestically and especially internationally.<sup>4</sup> Recognizing the traction of SaaS in the market, Saba’s talent offerings are available to new customers only as SaaS. Although Saba is known for its feature/functionality depth in learning markets, some customers note challenges with implementations and professional services capabilities. It has a collaboration and virtual classroom platform that it has been able to leverage into social communities. Saba will continue its efforts in mobile, social, and collaborative technology to foster the growing movement toward more informal talent management.

### Strong Performers Are Investing And Growing Fast

- **Peoplefluent.** Peoplefluent, new to the Forrester Wave, represents the integration of Authoria (performance), Peopleclick (recruiting), and Strategia (learning). Peoplefluent’s good competency management allows competencies to link to formal and informal development activities. The product lacks a goal library, but its goal alignment allows stakeholders to cascade goals to any population or employee. It provides limited learning authoring tools and third-party learning content integration capabilities. The product supports mobile through web browsers only. Peoplefluent’s investment in Socialtext enables good integration of social features. The product’s overall focus on usability allows the end user to have an intuitive, simple, and rich experience using the complete suite.
- **SilkRoad technology.** SilkRoad is a newcomer to the Forrester Wave with strong growth domestically and quick expansion internationally. Although SilkRoad has enterprise customers with 100,000 or more users, it sees a real market opportunity to leverage its SMB expertise and focus on the 2,000-user market with its full suite. SilkRoad is also a leader in the extended enterprise offering for customers and partners. Its Point solution has added informal access, social collaboration, and a mobile interface.

- **Halogen Software.** Halogen continues as a leader in customer service and support; customers view Halogen as a partner. The customer focus is midmarket, but Halogen has a growing number of global customers. Its performance product has strong competency libraries specific to seven verticals and excellent capabilities in goal alignment, assignment, and tracking. The employee profile is comprehensive and can be used across the talent offerings. The user interface is simple and clean with easy navigation. The learning features are not equally strong with no assessment, authoring, or extended enterprise capabilities. This product meets only basic learning needs.
- **Kenexa, an IBM Company.** Kenexa is a Forrester Wave newcomer that has a performance suite with a comprehensive competency library along with third-party strategic partnerships, but it has no goals library. Kenexa's product has complete competency descriptions and links to learning activities, but it is weak in career development. It has good flexibility with sophisticated tools and workflow. The product's analytics capabilities are limited, and its mobile capabilities are browser-based only. Kenexa acquired Outstart for learning in 2012, which also provided Kenexa with social features that it has built out and offers as a "social LMS." Recently IBM acquired Kenexa to further develop its concept of the "smarter workforce."
- **ADP.** ADP has a good road map and product vision for a talent product that has been on the market for less than a year. It has work to do on areas like mobile access, talent pools, and granularity of performance reviews. The offering does not have a goals library, its career development is not fully addressed, and succession planning has more robust components planned for the future. The product does provide an easy-to-use administration interface that allows simple and complex changes and employee profiles that provide depth and flexibility and can be used across offerings. The learning offering is quite new with efforts under way to provide an integrated seamless user experience.

## SUPPLEMENTAL MATERIAL

### Online Resource

The online version of Figure 5 is an Excel-based vendor comparison tool that provides detailed product evaluations and customizable rankings.

### Data Sources Used In This Forrester Wave

Forrester used a combination of data sources to assess the strengths and weaknesses of each solution:

- **Vendor surveys.** Forrester surveyed vendors on their capabilities as they relate to the evaluation criteria. Once we analyzed the completed vendor surveys, we conducted vendor calls where necessary to gather details of vendor qualifications.

- **Product demos.** We asked vendors to conduct demonstrations of their product's functionality. We used findings from these product demos to validate details of each vendor's product capabilities.
- **Customer reference surveys.** To validate product and vendor qualifications, Forrester also conducted reference surveys with three to five of each vendor's current customers.

### The Forrester Wave Methodology

We conduct primary research to develop a list of vendors that meet our criteria to be evaluated in this market. From that initial pool of vendors, we then narrow our final list. We choose these vendors based on: 1) product fit; 2) customer success; and 3) Forrester client demand. We eliminate vendors that have limited customer references and products that don't fit the scope of our evaluation.

After examining past research, user need assessments, and vendor and expert interviews, we develop the initial evaluation criteria. To evaluate the vendors and their products against our set of criteria, we gather details of product qualifications through a combination of lab evaluations, questionnaires, demos, and/or discussions with client references. We send evaluations to the vendors for their review, and we adjust the evaluations to provide the most accurate view of vendor offerings and strategies.

We set default weightings to reflect our analysis of the needs of large user companies — and/or other scenarios as outlined in the Forrester Wave document — and then score the vendors based on a clearly defined scale. These default weightings are intended only as a starting point, and we encourage readers to adapt the weightings to fit their individual needs through the Excel-based tool. The final scores generate the graphical depiction of the market based on current offering, strategy, and market presence. Forrester intends to update vendor evaluations regularly as product capabilities and vendor strategies evolve.

### Survey Methodology

Forrester's Forrsights Software Survey, Q4 2012, was fielded to 2,444 IT executives and technology decision-makers located in Canada, France, Germany, the UK, and the US from small and medium-size business (SMB) and enterprise companies with two or more employees. This survey is part of Forrester's Forrsights for Business Technology and was fielded during November 2012 and December 2012. LinkedIn Research Network fielded this survey online on behalf of Forrester. Survey respondent incentives include gift certificates and research reports. We have provided exact sample sizes in this report on a question-by-question basis.

Each calendar year, Forrester's Forrsights for Business Technology fields business-to-business technology studies in more than 17 countries spanning North America, Latin America, Europe, and developed and emerging Asia. For quality control, we carefully screen respondents according

to job title and function. Forrester's Forrsights for Business Technology ensures that the final survey population contains only those with significant involvement in the planning, funding, and purchasing of IT products and services. Additionally, we set quotas for company size (number of employees) and industry as a means of controlling the data distribution and establishing alignment with IT spend calculated by Forrester analysts. Forrsights uses only superior data sources and advanced data-cleaning techniques to ensure the highest data quality.

## ENDNOTES

- <sup>1</sup> This landscape component of the human resource management (HRM) playbook enables AD&D pros and their HR business partners to understand the factors changing the vendor landscape for HRM technology solutions. The HRM market landscape has undergone major changes recently as a result of the popularity of software-as-a-service (SaaS), investment in new products, and rampant vendor consolidation activity. For a discussion about acquisitions by all the players in this market, see the October 5, 2012, "[Consolidation And Innovation Transform The HRM Vendor Landscape](#)" report.
- <sup>2</sup> The findings from 63 users of top learning management systems show that firms are primarily looking for a talent management solution that fits their business requirements, increasingly prefer the SaaS deployment model, and are also attracted by low initial licensing costs and short implementation timelines. See the July 12, 2011, "[Talent Management Customers Show Solid Business Results And A Preference For SaaS](#)" report.
- <sup>3</sup> Informal records from Forrester HR analysts' customer inquiries over the past year indicate that 50% would like to find one vendor equally strong in all talent areas. This is difficult because each vendor has a strong talent area upon which it has built its suite capability. About one-third of these inquiry callers are willing to accept less functionality and stay with one vendor.
- <sup>4</sup> Customers and prospects should be aware that Saba Software has ongoing financial reporting compliance issues. It has not released financial results for 2012 and is in the process of a restatement for prior years. We recommend appropriate due diligence related to the company's financial viability and that you check for updates related to its financial disclosure situation.

## About Forrester

A global research and advisory firm, Forrester inspires leaders, informs better decisions, and helps the world's top companies turn the complexity of change into business advantage. Our research-based insight and objective advice enable IT professionals to lead more successfully within IT and extend their impact beyond the traditional IT organization. Tailored to your individual role, our resources allow you to focus on important business issues — margin, speed, growth — first, technology second.

### FOR MORE INFORMATION

To find out how Forrester Research can help you be successful every day, please contact the office nearest you, or visit us at [www.forrester.com](http://www.forrester.com). For a complete list of worldwide locations, visit [www.forrester.com/about](http://www.forrester.com/about).

### CLIENT SUPPORT

For information on hard-copy or electronic reprints, please contact Client Support at +1 866.367.7378, +1 617.613.5730, or [clientsupport@forrester.com](mailto:clientsupport@forrester.com). We offer quantity discounts and special pricing for academic and nonprofit institutions.

---

## Forrester Focuses On Application Development & Delivery Professionals

Responsible for leading development and delivery of applications that support your company's business strategies, you also choose technology and architecture while managing people, skills, practices, and organization to maximize value. Forrester's subject-matter expertise and deep understanding of your role will help you create forward-thinking strategies; weigh opportunity against risk; justify decisions; and optimize your individual, team, and corporate performance.

« **ANDREA DAVIES**, client persona representing Market Insights Professionals

