



***ISG** Provider Lens™

Invisors' Consultative
Approach Helped
Delaware North Execute
an Extensive Workday
Implementation

Introduction

Delaware North, a multinational food and hospitality company, sought to migrate its HCM system to Workday. To accomplish this, the company chose Invisors for the Workday implementation process.

It successfully migrated to Workday within the stipulated time, leveraging Invisors' client-centric approach and deep understanding of Delaware North's business and culture.

Client Story Summary

Client	Delaware North
Industry	Hospitality and Entertainment
Region	Global
Client Objective	Workday HCM implementation within the selected timeframe, with minimal contractual challenges
Invisors Services	Invisors offers Workday transformation services, including advisory and consulting, deployment, integration and performance optimization, to meet client needs
Benefits Achieved	Successful and timely Workday implementation, marked by rapid technology adoption

Client Background

Although primarily a food service and hospitality company, Delaware North owns several casinos, hotels, resorts and land. It also operates across multiple sectors, including lodging, sports, airports, gambling and entertainment. This diverse and multifaceted services portfolio presents challenges in deploying a worldwide HCM solution for its global workforce of approximately 70,000 employees. Previously, the company relied on a legacy HCM solution, the vendor of which ceased support in 2011.

Delaware North's dependency on the archaic solution was a challenge, prompting the company to transition

to Workday, which owns most of the market share in the HCM space. With an ambitious timeline for completing the HCM migration to Workday, it sought an implementation partner to help achieve the same. Although initial discussions with a large consulting and services firm proved challenging in securing a commitment to the specified contractual dates, a recommendation from a trusted source led Delaware North to consider Invisors as its implementation partner.

Invisors Services Highlights

With its emphasis on professionalism and cultural alignment, Invisors approached the client with an agile and flexible model for Workday implementation blended with technical expertise and personalized support. Invisors followed a consultative approach with Delaware North and provided easy access to its top leadership, thereby strengthening the client

relationship and partnership. The client has particularly highlighted the smooth contractual process and rapid project initiation. Despite delays incurred while dealing with other providers before engaging Invisors, the Invisors team successfully helped the client achieve its final implementation date for the North American region.

Outcomes

In addition to achieving a successful Workday implementation for the North American region with tight timelines, Invisors is helping Delaware North expand its scope to other geographies, such as the U.K., Australia and New Zealand. Invisors' Change Management approach facilitated the client's quick adoption of the new solution. Invisors also ensured

a seamless deployment, which is critical to organizational operations, and executed efficient optimization projects following the Workday deployment. Delaware North's HCM technology leadership has received accolades from senior leadership for setting new standards in HR system deployment.

Client Testimonial

"Invisors identified all the things that don't work, assembled a team and built a culture that is something that we, as a consumer, as a business, embrace wholeheartedly... Wow, that was amazing and absolutely fantastic working with Invisors. It's a really great representation on my behalf and shows favorably in my ability to procure and retain such an organization as Invisors because it fits and blends so well into our organization. And that's a really great experience."

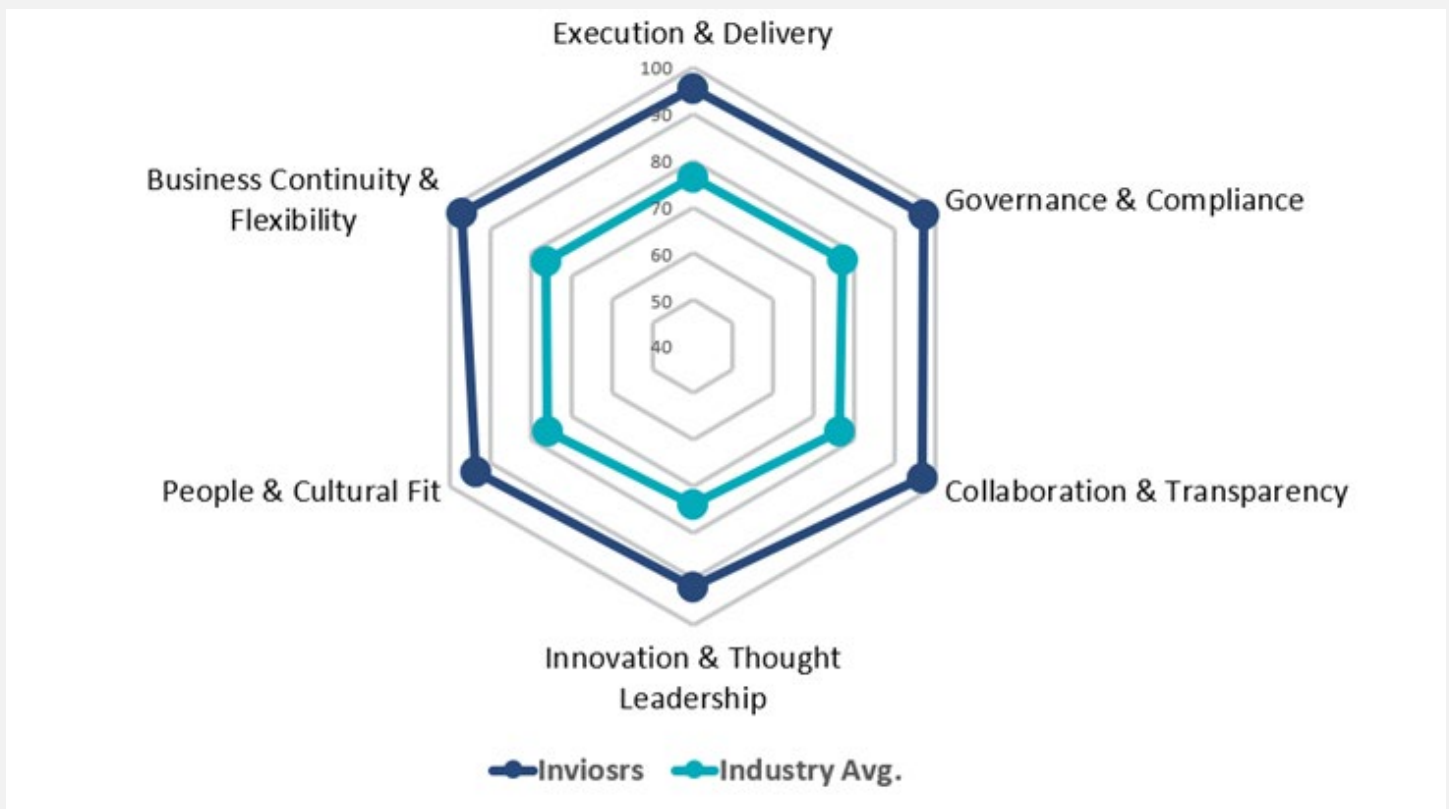
– John B., Global HR Digital Strategy and Analytical Insights at Delaware North

Analyst Comments

Invisors has received the highest client experience (CX) scores for its Workday ecosystem managed services in the ISG Star of Excellence™ program. Based on the evaluations from its various clients, ISG has designated Invisors as the CX Star Performer for the Workday Ecosystem.

When compared to leading service providers across different CX pillars — criteria that assess a provider's ability to foster a strong partnership with clients — Invisors surpasses the industry average in client satisfaction scores for each CX pillar. (Figure 1)

Figure 1: Invisors CX pillar satisfaction scores against the competition



Source: ISG Star of Excellence™ Research, 2024

Invisors has been rated very strongly by its clients for collaboration, transparency, business continuity and flexibility. This is reflected at multiple levels in its success story with Delaware North. For example, Delaware North's teams had many initiatives to implement due to their reliance on an outdated product for an extended period. However, Invisors worked with those teams to prioritize various initiatives, ensuring their financial viability. Additionally, Invisors helped the client by providing easy access to its top leadership, strengthening collaboration and transparency. Alongside meeting a tight timeline, Invisors successfully proved its talent retention capabilities, as acknowledged by the client. Through its collaborative approach, Invisors demonstrated no abrasiveness, ensuring a smooth contractual process and timely execution. The client also highlighted Invisors' eagerness to learn and understand the business to understand their priorities better.

Invisors' success story with Delaware North offers key learnings for other organizations considering outsourcing their HCM or implementing Workday specifically.

- **Choosing the right partner:** Clients should evaluate providers beyond their brand names and prioritize cultural fit and their commitment to the client's success.
- **Importance of change management:** Clients should ensure the collaborative design of processes to suit organizational culture.
- **Setting clear expectations:** A clear, shared understanding of the project scope, deliverables and timelines with the provider can help avoid misaligned priorities.

ISG Provider Lens™ positioning

Invisors has been recognized as a Leader and a strong Product Challenger in the U.S. and European regions, respectively, for Workday deployment, integration, transformation, performance and optimization services in the 2024 ISG Provider Lens™ Workplace Ecosystem study. Readers can find details in the following links:

- [ISG Provider Lens™ Workday Ecosystem - U.S. 2024](#)
- [ISG Provider Lens™ Workday Ecosystem - Europe 2024](#)

About the Author

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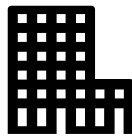
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Mrinal Rai is the Assistant Director and Principal Analyst at ISG and leads research for the future of work and enterprise customer experience. His expertise is in the digital workplace, emerging technologies and the global IT outsourcing industry. He covers critical Workplace and end-user computing areas, viz., modernizing workplace, Enterprise mobility, BYOD, DEX, VDI, managed workplace services, service desk, and IT architecture. He also focuses on unified communications collaboration as a service, enterprise social software, content collaboration, team collaboration, employee experience and productivity services and solutions. He has been with ISG for 10+ years and has 16+ years of industry experience. Mrinal works with ISG advisors and clients in engagements related to the digital workplace, unified communications and service desk. He also leads the ISG Star of Excellence™ program that tracks and analyzes enterprise customer experience in the technology industry. He is also the official media spokesperson for ISG in India. Mrinal was honored as one of the top analysts in APAC by the Institute of Influencer and Analyst Relations (IIAR) and recognized as an Indian Achiever by the Indian Achievers Forum in 2023.

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Summary Facts



Headquarters
Atlanta, Georgia, U.S.



Revenue
\$54.3 million



Employee strength
300+



Service portfolio
Workday Implementation and
Support Services



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About ISG Research™

ISG Research™ provides proprietary research, advisory consulting and executive event services focused on market trends and disruptive technologies driving change in business computing. ISG Research™ gives business and technology leaders the insight and guidance they need to accelerate growth and create more value.

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