

Workday India leadership & product owners

Question	Why it matters (insight/anecdote)
How does the India data-center and expanded local operations change latency, data residency, and support SLAs for Indian BFSI and public-sector clients in 2026?	Workday announced a local India data center and expanded sales/partner presence—customers will ask for concrete SLA and residency benefits beyond the headline.
What are the first three measurable customer outcomes you expect from Illuminate/AI Agents and the Agent System of Record (e.g., time-to-close in finance, payroll accuracy, policy adherence)?	Workday has positioned “Illuminate” AI agents and an agent system-of-record; anchor them to quantifiable value to separate marketing from operational impact.
How will the planned Sana acquisition be productized inside core Workday (e.g., learn-assist, knowledge flow, case deflection) and what’s the 12–18-month roadmap for India-hosted tenants?	The Sana deal signals deeper AI-native knowledge experiences; India customers will ask about integration milestones and regional availability.
What guardrails and customer-visible controls are now in place after the 2025 security incident, and how do they extend to third-party agents and partner add-ons?	A 2025 breach covered widely in India media will surface in executive discussions; show diligence on security posture and supply-chain controls.
What commitments are you making to the India ecosystem under Sunil Jose’s leadership (reference programs, co-sell motions, exec access cadence)?	New India leadership (Mumbai-based) is a relationship lever—secure executive access patterns and partner programs tied to growth metrics.

Workday partners / SIs in India

Question	Why it matters (insight/anecdote)
<p>In the last 12 months, which two Workday AI capabilities drove measurable client value in India (baseline, KPI lift, time-to-value), and what delivery pattern made them repeatable?</p>	<p>Forces partners to quantify “AI with Workday” beyond demos—important as Workday doubles down on AI-led outcomes.</p>
<p>How are you adapting your delivery model for the India data-center (e.g., residency-aware integrations, payroll/tax content, sovereignty) and what assets are reusable?</p>	<p>Partners must retool for data-residency and local integration nuances; reusable assets indicate maturity.</p>
<p>Where do you lead vs. lag among Workday services peers in India (industry IP, Accelerators, Extend apps), and what evidence can you share?</p>	<p>Differentiation among large SIs in the Workday ecosystem is narrowing—look for proof of IP and accelerators, not generic certifications.</p>
<p>What is your 2026 plan for Agentic workflows on Workday (who trains the agents, how governed, who signs off), and how do you price outcomes?</p>	<p>As Workday formalizes agents/ASR, governance and commercial models are the execution gap—partners need a clear method to avoid pilot purgatory.</p>
<p>Post-Sana integration, what is your knowledge/learning strategy (e.g., embedded help, SOP generation) to reduce change-management cycles during rollouts?</p>	<p>If Sana is integrated as expected, partners that operationalize knowledge will compress adoption timeframes.</p>

Peer analysts / competitor firms

Question	Why it matters (insight/anecdote)
What are you hearing on Workday's AI execution vs. its 2025–26 cost actions—are customers seeing faster delivery or just re-prioritized roadmaps?	Layoffs linked to an AI pivot raise delivery-capacity questions; peer pulse helps calibrate your evaluation model.
Which India-specific blockers (compliance, payroll, integrations) most affect Workday competitive wins vs. SAP/Oracle—and are they improving post local DC?	Tests whether local hosting is translating into competitive conversion in India.
Are you tracking live references for Illuminate/AI agents in finance or HR that report hard benefits, not just pilots?	Separates production value from conference narratives; you can reuse references in your 2026 evaluation.
How material is the Sana acquisition to customer knowledge experiences vs. native Workday features or SI-built portals?	Helps judge whether Sana changes the CX/EX baseline in evaluations.
Which partners in India are actually leading with Workday Extend apps and proprietary IP vs. staffing-heavy models?	Identifies asset-led delivery (a scoring advantage in your provider assessment).

Snapshot: Workday’s key 2025 acquisitions

All of Workday’s 2025 deals are tightly clustered around **AI agents + connectivity + talent/EX** rather than classic ERP adjacencies.

Month 2025	Target	What it is	Primary platform aspect strengthened
Aug 2025	Flowise	Low-code / open-source AI agent builder used to create and orchestrate agents	Agent development platform inside Workday Build & Illuminate – gives customers and partners a way to build custom HR/Finance agents quickly and safely.
Aug 2025	Paradox (definitive agreement)	Conversational-AI recruiting/candidate experience platform , high-volume hiring, self-scheduling, 24x7 AI assistant	Talent acquisition & frontline candidate experience , complementing HiredScore (matching) and Workday Recruiting with an AI candidate agent.
Sept 2025 – announced; Nov 2025 – closed	Sana (Sana Labs)	AI-native knowledge, learning and agent platform ; search + learning + no-/low-code agents	Employee experience “front door” + learning/knowledge layer – Workday wants Sana to be the new UI where knowledge, data, and actions come together as a single Workday experience.
Nov 2025 (Workday Rising EMEA)	Pipedream (definitive agreement)	Integration platform with 3,000+ pre-built connectors to SaaS apps, designed for AI agents	Integration & action layer – connects Workday’s AI agents to thousands of external apps so they can move from “insights” to completing work across tools (Jira, Slack, HubSpot, etc.).

Earlier AI-centric acquisitions like **HiredScore** (talent orchestration, deal announced 2024 but reported as driving >250% ARR growth by mid-2025) and **Evisort** (contract intelligence) are already called out in Workday’s 2025 Analyst Day as successful M&A plays that expand HCM and FINS+ ARR.

Field Card — Workday Launch 2026, Mumbai

1 Target Groups

A. Workday India Leadership / Product Heads

B. Workday Partners & SIs

C. Peer Analysts / Research Firms

2 Conversation Blueprint (sample openers)

Target	Opener	Example Follow-Up
Workday Execs	“I’ve been tracking Workday’s India acceleration and AI pivot; I’m curious how that translates into real client value.”	“Which metrics or outcomes are you prioritizing post-data-center launch?”
Partners	“You’ve probably started adapting delivery models to the new local stack—what changed most in your approach?”	“Any reusable frameworks or IP you’re proud of?”
Analysts	“How are you evaluating Workday vs SAP SuccessFactors and Oracle Fusion after the AI-native updates?”	“Have you heard of measurable agent deployments yet?”

3 High-Impact Question Grid (Summary)

Group	#	Core Question	Anecdotal Insight
Workday India	1	How does the local data-center improve compliance and performance for Indian BFSI clients?	Signals Workday’s intent to localize operations and win regulated industries.
	2	What quantifiable gains have emerged from Illuminate AI Agents?	Separates hype from measurable business value.
	3	How will the Sana acquisition manifest in HR/Finance workflows?	Tests roadmap clarity of AI-native knowledge layer.
	4	What new governance or security frameworks were introduced post-2025?	Addresses customer trust and risk assurance.
	5	What India-specific ecosystem initiatives are planned under Sunil Jose?	Anchors relationship and co-innovation opportunities.

Partners/SIs	1	Which AI capabilities delivered measurable client outcomes in India this year?	Seeks data-driven delivery maturity.
	2	How are you productizing local-residency solutions for India-hosted tenants?	Checks readiness for compliance-driven clients.
	3	What IP or accelerators make you distinctive vs other SIs?	Evaluates differentiation for your quadrant analysis.
	4	How are you approaching governance for agentic workflows?	Identifies maturity in AI lifecycle management.
	5	How are you embedding Sana-like knowledge features into rollouts?	Explores adoption enablers and change-management innovation.
Peer Analysts	1	How do you rate Workday's AI execution versus cost optimization measures?	Benchmarks perception across firms.
	2	Which India-specific blockers persist in Workday adoption vs SAP/Oracle?	Tests competitive context.
	3	Do you track production-grade Illuminate deployments yet?	Validates AI adoption claims.
	4	How material is Sana integration to CX/EX experience gains?	Clarifies impact beyond product headlines.
	5	Which SIs lead with asset-based delivery rather than staffing?	Maps partner differentiation patterns.