



**FOSWAY**  
GROUP

# 9-Grid™ Trajectory Guide

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## Introduction

The Fosway 9-Grid™ is a five-dimensional model that can be used to understand the relative position of solutions and providers in a particular learning and talent systems market. It allows you to compare different solutions based on their Performance, Potential, Market Presence, Total Cost of Ownership and Trajectories across the market. This document provides more information on how Trajectory is rated and how to interpret the rating. For a more comprehensive overall introduction to the Fosway 9-Grid™, see the [Introduction](#) paper.

## Understanding Trajectory

For each 9-Grid™, Trajectory is Fosway's sense of the rate of change of a vendor solution in terms of both Performance and Potential. Trajectory is an assessment of the rate of change (or acceleration or deceleration) of the vendor/solution and is relative to their performance and potential previously, as well as relative to the level of change in the wider supplier market. As an analogy, in physics, trajectory is not the velocity of an object but its path as it moves through space in time, hence, Trajectory would be similar to the directional acceleration or deceleration.

Trajectory is rated relative to the vendor themselves and the market as a whole, NOT against the other vendors in that Zone. Vendors with an accelerating performance relative to themselves and relative to the whole market will show a right-side trajectory. Vendors maintaining their relative growth or performance but not accelerating further will show middle trajectory, and those with decelerating growth or advocacy will show a left-side trajectory. It is similar for Potential, too. Vendors that are accelerating potential faster than



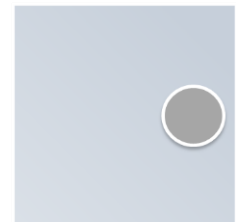
they were, and the wider market will show an upward trajectory. Vendors maintaining their progress on potential will show middle trajectory, and vendors with a decelerating potential will show lower trajectory.

In a 9-Grid™, Trajectory is the combination of those two considerations – the delta or rate of change of performance and the rate of change of potential. This gets mapped into one of nine positions of the vendor within the Zone.

## Trajectory Descriptions - NEW

Although we talk about Trajectory as one of the dimensions of the 9-Grid™, it is actually itself two-dimensional as it reflects the relative change in both Performance and Potential. To simplify understanding and communication of the Trajectory rating we have now introduced nine Trajectory labels and created descriptions for each of the labels, so each Trajectory can be referenced by its level.

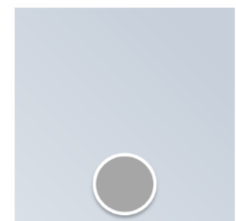
For example, if a vendor is shown as mid-right in a Zone, that implies a relative increasing rate of performance and stable rate of growth in potential – relative to itself and the market as a whole. We call this position an “Accelerating” Trajectory, showing it further improving its market and customer performance, whilst at the same time continuing to demonstrate similar potential in the market.



*Accelerating*

**Remember: Trajectory is rated relative to the vendor themselves, not relative to other solutions in the same zone.**

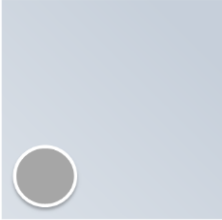
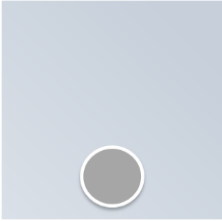

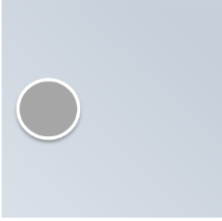

Similarly, a vendor that has a stable performance but a slowing of potential relative to itself and the whole market would be defined as a ‘Consolidating’ Trajectory. This would be visualised as follows.



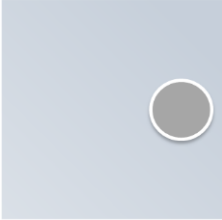
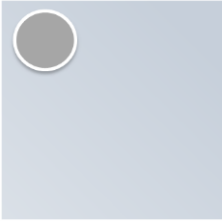
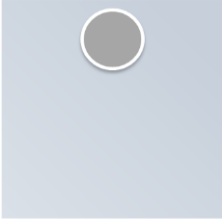
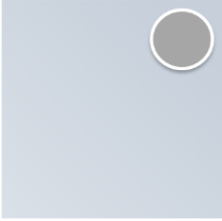
*Consolidating*

The following table describes each of the Trajectory positions, showing the position of that Trajectory within the Zone, its Trajectory label and a summary description of how to interpret the Trajectory.



Trajectory Position	Trajectory Label	Description
 <i>Realigning</i>	<b>Realigning</b>	Vendors with a <b>Realigning</b> trajectory rating are decelerating their level of innovation relative to previously and the wider market at this level, thus reducing the velocity at which they expand the scope and sophistication of their solution, and have slowing market growth or customer advocacy.
 <i>Consolidating</i>	<b>Consolidating</b>	Vendors with a <b>Consolidating</b> trajectory rating are maintaining their market performance and customer advocacy, but have a slower level of innovation relative to previously or the wider market at this level.
 <i>Capitalising</i>	<b>Capitalising</b>	Vendors with a <b>Capitalising</b> trajectory rating are increasing their level of market performance and customer advocacy but have a slower level of innovation relative to previously and the wider market at this level.
 <i>Moderating</i>	<b>Moderating</b>	Vendors with a <b>Moderating</b> trajectory rating are maintaining their level of innovation and potential to serve enterprise customers effectively but have slowing market performance and/or customer advocacy.
 <i>Maintaining</i>	<b>Maintaining</b>	Vendors with a <b>Maintaining</b> trajectory rating are maintaining their level of innovation and potential to serve enterprise customers as well as their market performance and customer advocacy.



Trajectory Position	Trajectory Label	Description
 <i>Accelerating</i>	<b>Accelerating</b>	Vendors with an <b>Accelerating</b> trajectory rating are maintaining their level of innovation and potential to serve enterprise customers effectively whilst also raising their market performance and customer advocacy.
 <i>Evolving</i>	<b>Evolving</b>	Vendors with an <b>Evolving</b> trajectory rating are increasing their level of innovation and potential to serve enterprise customers more effectively, but have slowing market performance or customer advocacy.
 <i>Expanding</i>	<b>Expanding</b>	Vendors with an <b>Expanding</b> trajectory rating are increasing their level of innovation and potential to serve enterprise customers more effectively and are maintaining their level of market performance and customer advocacy.
 <i>Excelling</i>	<b>Excelling</b>	Vendors with an <b>Excelling</b> trajectory rating are increasing their level of innovation and potential to serve enterprise customers effectively and are raising their level of market performance and customer advocacy.



# What to do next

## Make better HR and learning buying decisions faster

A key difference of the 9-Grid™ to other analyst models is that all the nine zones have value. Top right is not always best! The key question you should be asking is ‘what is best for you?’ i.e. your organisation, your budget and resources, and your real needs and requirements. Referencing the 9-Grids™ is a great place to start when evaluating current suppliers or looking for new solutions.

But what you see here is just the tip of the iceberg. If you are seeking deeper insight on the data behind the 9-Grid™, contact us to discuss **Fosway Corporate Membership**.

Corporate members get direct access to the most experienced HR industry analyst team in Europe. We provide you with a ‘critical friend’ for independent expert advice and feedback, access to the best research on HR, talent and learning in Europe, and analyst services to make the best decisions faster and deliver successful people strategies.

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*Why start your procurement process from scratch when we already have the research and insight to help you make better supplier decisions much faster?*

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As well as accessing the best existing research and market insight, you also have the security of knowing that we are completely independent and don’t have a vested interest in the outcome, other than ensuring it’s the best decision for your organisation and your people. To find out more, please contact us at [corporatemembership@fosway.com](mailto:corporatemembership@fosway.com) or by phone on +44 (0)20 7917 1870.

## If You Are a Vendor

Fosway Group is constantly researching the market via our research projects, via input from our Corporate Research Network, and through direct vendor tracking and briefing. Vendors interested in engaging with Fosway Group more deeply are encouraged to consider joining our **Fosway Vendor Programme (FVP)**. Please contact [vendors@fosway.com](mailto:vendors@fosway.com) or call us on +44 (0)20 7917 1870 to discuss further.



# About Fosway Group

Fosway Group is Europe's #1 HR Industry Analyst focused on Next Gen HR, Talent and Learning. Founded in 1996, we are known for our unique European research, our independence and our integrity.

For over 25 years, we have been analysing the realities of the market, and providing insights on the future of HR, talent and learning. Fosway analysts work extensively with our corporate clients to understand the inside story of the challenges they are facing, and their real experiences with next gen strategies, systems and suppliers. Our independent vendor analysis provides a vital resource when making decisions on innovation and technology.

And just like the Roman road we draw our name from, you'll find that we're unusually direct. We don't have a vested interest in your supplier or consulting choices. So, whether you're looking for independent research, specific advice or a critical friend to cut through the market hype, we can tell you what you need to know and how to succeed.

**Example clients include:** Alstom, Aviva, Boots UK, BP, BT, Centrica, Deutsche Bank, Faurecia, HSBC, International SOS, Lloyds Banking Group, Novartis, PwC, Rolls-Royce, Royal Bank of Scotland, Sanofi, Shell, Swiss Re, Telefonica, Thomson Reuters, Toyota Europe, and Vodafone.

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