

HR CLOUDWATCH 2021/2022

GET THE
FUTURE
YOU WANT



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1. HR CHALLENGES & TRENDS



HOW HR TECHNOLOGY CAN HELP TO FACE CURRENT TRENDS AND DISRUPTIONS

COVID accelerated the need to provide a truly digitized HR experience to employees and managers. Capgemini Invent created a vision called Reinventing Work to cover all elements required to prepare for the future and become the agile HR department required for the organization to thrive and come out on top.

This HR cloudwatch has a narrower scope and articulates how HR technology can help to shape that future. It disregards the wider organizational prerequisites but does provide short cuts in technology. In the coming months we will release multiple chapters that together will cover the full HRIT landscape. Each release will focus on a different HR domain and its trends.

This release focuses on the trend 'Personalized and Digitized HR' supported by the HR domain processes

of Recruitment, Onboarding, and the Engagement Layer. Why are we focusing on these domains?

- **Recruitment** – the overheated labor market demands both an efficient recruitment engine and an excellent candidate experience.
- **Onboarding** – it would be very disappointing for candidates to experience the traditional, endless, cumbersome, and tedious onboarding processes. However, if done right, the length of time needed to make new employees ready to operate can be drastically reduced, producing a significant financial impact while at the same time offering employees a boost start of their career.

- **Engagement Layer** – this provides the digital experience to employees that is urgently needed when working from home or in a hybrid way. Obviously, the experience layer will benefit from a great HRIT landscape, but it can also provide a quick fix for a highly fragmented landscape.

We have added links to our vision on Reinventing Work towards the end of the document, which will help to place this in the wider context of topics such as leadership, reskilling, upskilling, operating model, agile HR, and others.

TRENDS AND MAJOR DISRUPTIONS ARE REQUIRING ORGANIZATIONS' HR DEPARTMENTS TO TRANSFORM THE WAY THEY THINK, ACT AND FOCUS

The diverse workforce demands inclusion and cultural awareness	The globally mobile workforce demands flexibility and service localization	The aging workforce demands dealing with talent scarcity and succession	The rise of consumer data demands translation into professional life and compliance	Digitization of workplaces demands up- and reskilling as well as work augmentation	Continuous business transformation demands change agility and lifelong learning
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THESE CHALLENGES REQUIRE A SHIFT IN HR FOCUS TO...

 PERSONALIZED AND DIGITIZED HR	 CONTINUOUS LEARNING	 CULTURE OF FEEDBACK AND TRANSPARENCY	 PURPOSE AND SPEED TO VALUE
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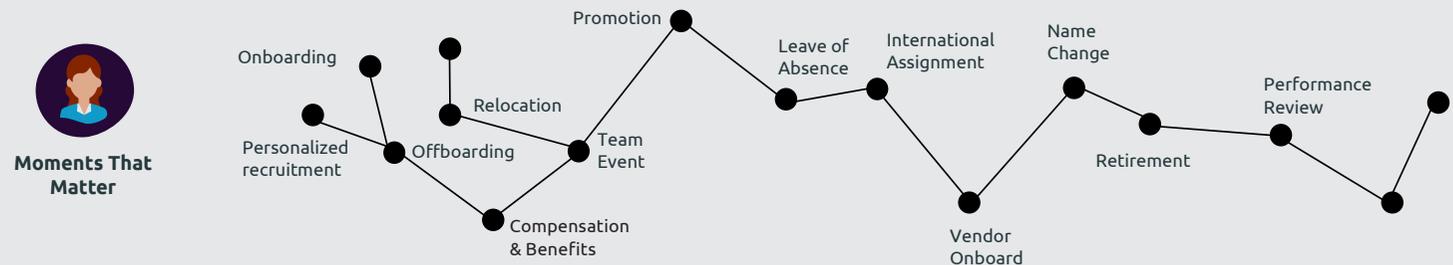
The War for Talent is becoming fierce, especially for skill sets arising from the digital age. Organizations therefore need to focus on the employee experience in order to recruit and retain the best talent, especially with a multi-generational, fluid workforce. HR needs to drive employee engagement with moments that matter and digitalization; personalizing the employee journey. Onboarding and recruitment are crucial elements for driving this employee engagement.

This HR cloudwatch will elaborate on the challenge of **personalized & digitized HR**.

HR NEEDS TO DRIVE EMPLOYEE ENGAGEMENT WITH MOMENTS THAT MATTER AND THROUGH DIGITALIZATION

Personalized and digitized HR

Organizations need to focus on the employee experience in order to recruit and retain the best talent, especially with a multi-generational, fluid workforce. HR needs to drive employee engagement with moments that matter and digitalization; personalizing the employee journey.



All-in-one vs Best of Breed HR Cloud Solution					
Recruiting	Onboarding	Learning	Performance	Succession	Compensation

Whereas HCM Cloud Solutions offer robust process-oriented HR platforms for transactional core HR and Talent Management with employee and manager self-service...

HR Service Delivery						
Engagement Layer	Questions	Issues	Requests	Insights	Notifications	Social

... an engagement layer offers a cross-domain, consolidated system of engagement with integrated knowledge management and case management, offering employees a consistent and simple service experience.

2. WHAT CAN CLOUD DO FOR HR TRENDS?

Recruitment

Onboarding

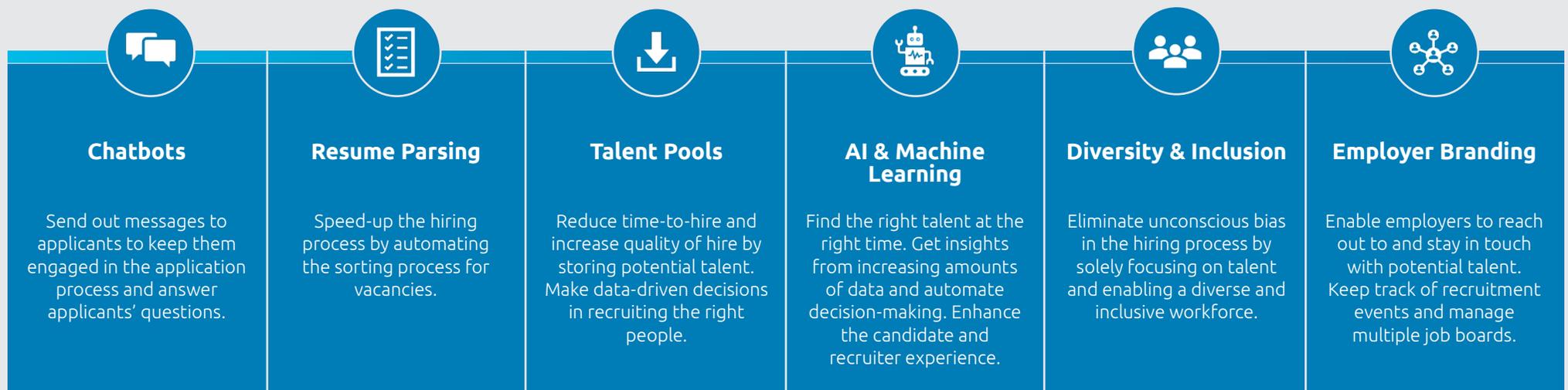
Experience Layer



PERSONALIZED & DIGITIZED RECRUITMENT

Creating a personalized and digitized recruitment experience to recruit the best talent. The following pages provide an overview of trends and functional assessment criteria.

AI & Machine Learning are having an impact on current trends in recruitment that contribute to a personalized and digitized employee experience in several ways, also leading to other trends



RECRUITMENT – FUNCTIONAL ASSESSMENT CRITERIA



Chatbots

- Recruiter chatbots for real-time interactions with candidates
- Use of clear, natural language; minimize jargon



Resume parsing

- Scanning, analyzing and extracting resume information
- E.g. skills, work experience, contact information



Talent pools

- Keep track of interesting profiles for future job openings
- Link with succession management
- GDPR compliance
- E-mail campaigns



AI & machine learning

- Natural Language Processing; analyze vacancy texts and rank CVs
- Intelligent Screening Software; automated resume screening
- Predictive Analytics to find suitable candidates and forecast retention
- Digitized interviews to assess word choices, speech patterns, expressions



Diversity & Inclusion

- Advice on whether a job post discourages potential applicants in terms of language
- Blind hiring – anonymize applications to hire talent based on experience and capabilities



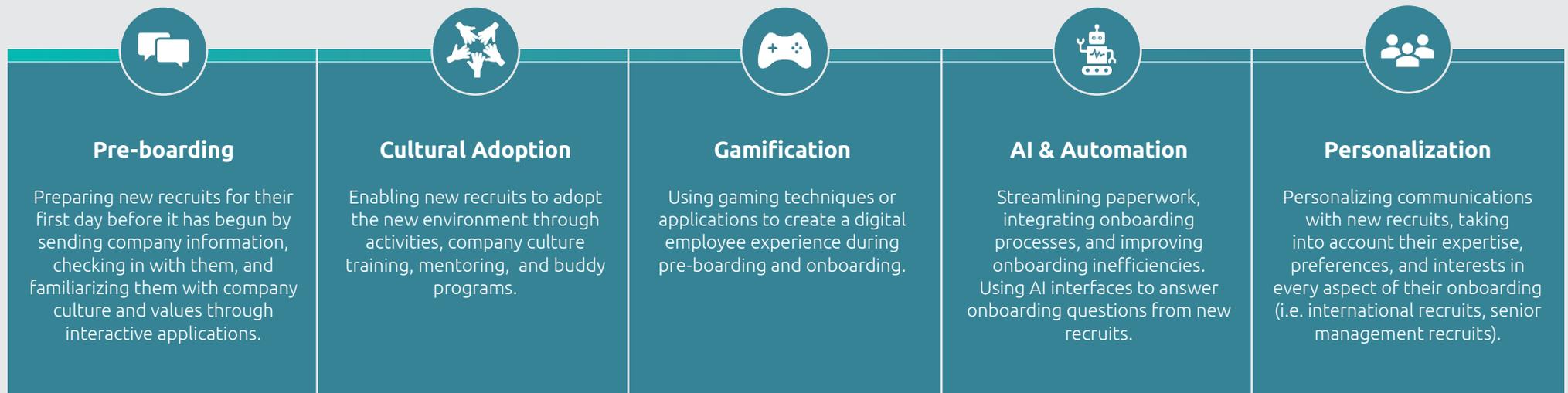
Employer branding

- Recruitment events (event management in system)
- Active recruitment (sourcing)
- Candidate network (job boards, networks, social media, exposure sites)

PERSONALIZED & DIGITIZED ONBOARDING

More than ever, employees expect a consumer-like experience in their work. They need this to stay engaged and organizations therefore need to provide them with a state-of-the-art experience and super-intuitive set-up.

Current trends in the onboarding journey contribute to the personalized and digitized employee experience in several ways



ONBOARDING – FUNCTIONAL ASSESSMENT CRITERIA



Pre-boarding

- Accessibility without corporate account
- Sharing corporate documentation and information
- Integration with e-signature system
- Integration with Learning Management System



Cultural Adoption

- Integration with Learning Management System
- Integration with online meeting platform (buddy/manager/team)
- Imbedded interactive videos



Gamification

- Leaderboard
- Tracker
- Medals/badges
- Kudos



AI & Automation

- Integration with e-signature system
- Web agent/chatbot with onboarding functionality
- E-Form functionality (download/upload/online and offline data entry/prefilled information)



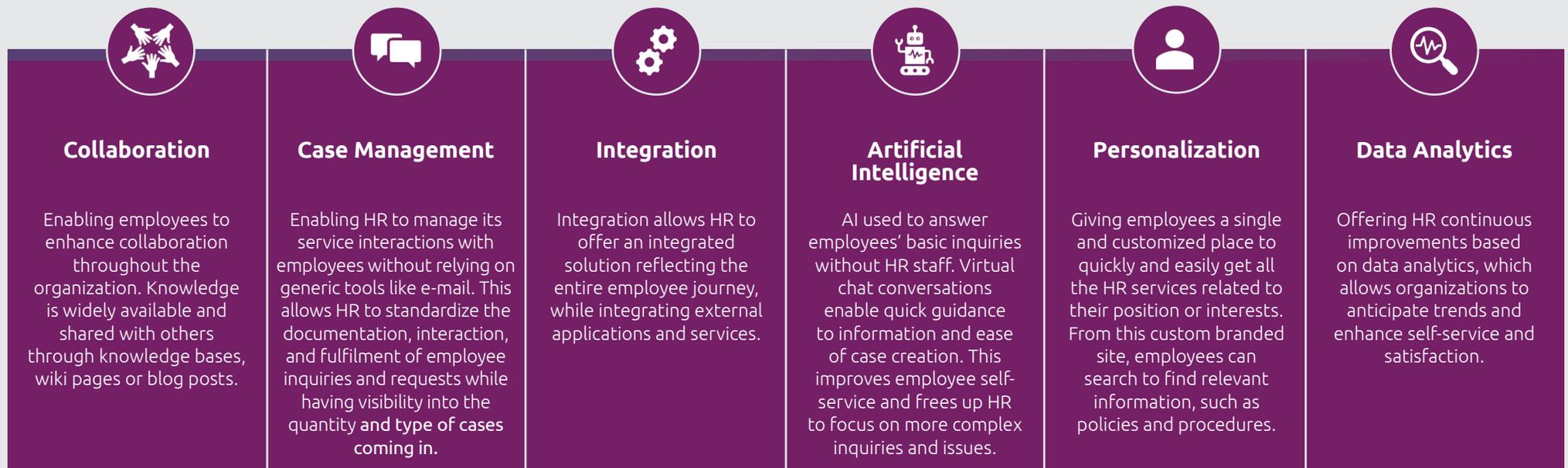
Personalization

- Present content based on interest/function/location/preferences/expertise/level/etc.
- Multi-language
- Integration with AI & Automation
- Integration with social media/platforms

PERSONALIZED & DIGITIZED EXPERIENCE

More than ever, employees expect a consumer-like experience in their work. They need this to stay engaged and organizations therefore need to provide them with a state-of-the-art experience and super-intuitive set-up.

Personalized HR requires an employee-facing service experience layer to enable seamless interaction



EXPERIENCE LAYER – FUNCTIONAL ASSESSMENT CRITERIA



Collaboration

- Tools for organizing collaboration
- Collaborative creation of content
- Availability of knowledge to employees
- Share information with wiki pages, blog posts, or knowledge-base articles



Case Management

- Manage interactions and requests
- Management and prioritization of cases
- Reporting on case management



Integration

- Integration with widely used external applications, such as SharePoint, Microsoft Office
- Integration with cloud platform services
- Integration of employee experiences



Artificial Intelligence

- Virtual chatbot; interface to find answers to questions
- Pre-built conversations
- Frequent and basic inquiries



Personalization

- Configure tools and information displayed based on position and interests
- Configure preferences to feeds and content updates



Data Analytics

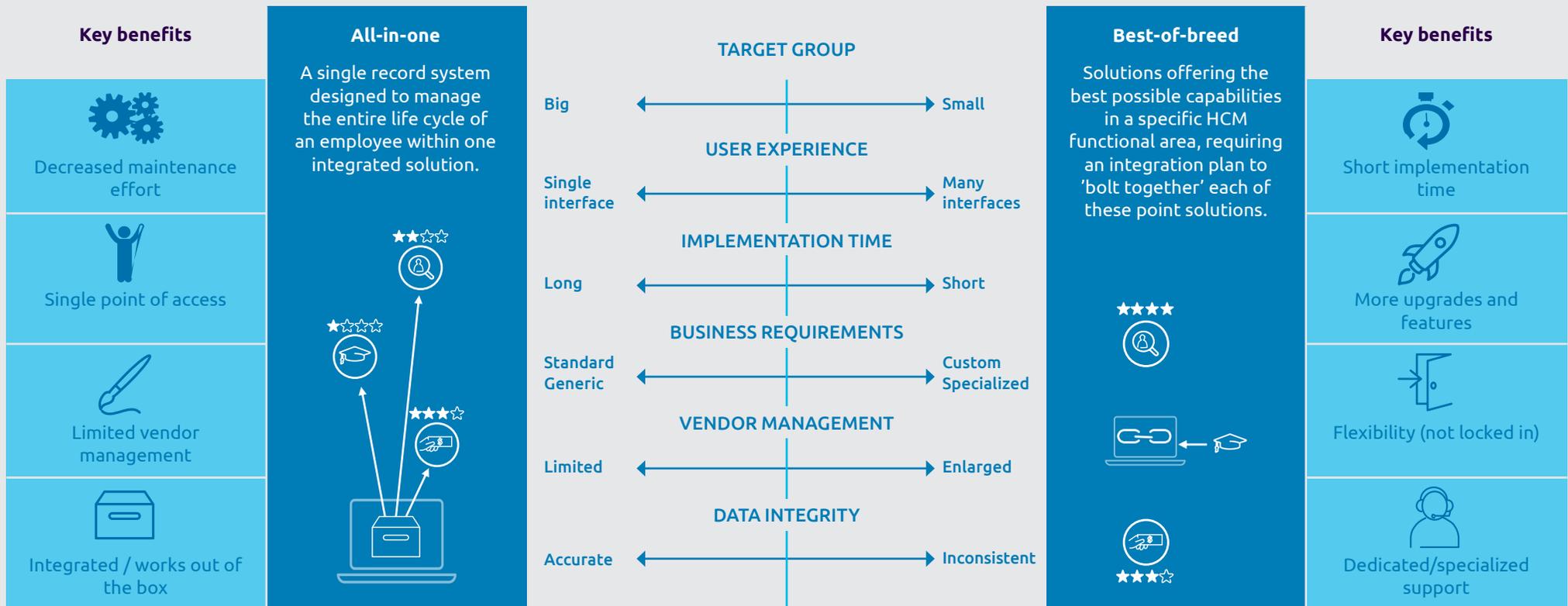
- Development of dashboards for monitoring
- Trends for continuous improvement
- Enhancement of self-service and satisfaction

3. ALL IN ONE OR
BEST OF BREED?



ALL-IN-ONE VERSUS BEST-OF-BREED CLOUD HCM SOLUTIONS

Recommended decision criteria/parameters



ALL-IN-ONE VERSUS BEST-OF-BREED CLOUD HCM SOLUTIONS

In the following section, we provide more detailed information from the various vendors on the topics we deem to be trending in the market. As well as the well-known main vendors in cloud HR, we also highlight some niche players. The question is, when should one decide for an integrated platform and when is a best-of-breed solution a better option? There is no simple answer to that question, as it really depends on many factors. The aim of this section is to provide you with some thoughts to consider.

Best-of-breed or niche players focus on a specific topic and since they put all their effort into it, they are likely to have the most attractive solution for that domain. However, this also comes with some downsides. The platform providers need to spread their attention and investments over many domains but, at the same time, this gives them the ability to adopt a more holistic outlook. So, when you are faced with an enthusiastic process owner or CoE who is a big fan of a specific solution, try to put this in the right perspective with some of the following considerations.

Data & Integration

We are in the middle of a data driven era, so the more you can do with data, the better your decisions will be. Now, if you have a platform from a single vendor, you are implicitly able to use the data from one domain in another. When you have a best-of-breed solution, it is very much a question of how far you can get with integrations, not to mention the costs of creating and maintaining the integrations, and the challenges presented by different data formats.

Employee experience and process integration

Usually, the employee experience within a niche solution is the best you can get ... for that specific tool. But how will that integrate with the rest of your HR applications? Will it be confusing for end users to switch from one user interface to another? The same goes for processes that cross applications. The user will need to switch from one to the other, which can be frustrating and disappointing with the risk of losing control and quality.

ALL-IN-ONE VERSUS BEST-OF-BREED CLOUD HCM SOLUTIONS

Vendor management, maintenance and release management

A niche player may add another vendor to the list, which may not be in line with procurement targets. And when it comes to maintenance, many vendors bring many different technologies, which may force you to increase your support team. Another layer of complexity and a clear cost driver. Regarding release management, each vendor has its own release schedule, so in a worst case scenario, you could be faced with a new release every month.

Although it is advisable to have an integrated platform to support the majority of your transactional and talent processes, it can be very beneficial to have a point solution for some occasions:

Compelling competitive advantage

We often see the choice for a niche solution in a domain in which you can gain a distinct competitive advantage, or where you have a

sector-specific compliancy or legislation gap to close. Recruitment or learning domains are typical domains in which the platform provider's module is just not good enough or misses specific capabilities. This can be a good reason to choose a great niche solution and simply accept the aforementioned downsides.

Speed

Sometimes a burning platform needs to move fast, since replacing a single domain solution is obviously much faster than replacing the full HRIT platform.

Vendor lock-in

Some organizations try to avoid a high dependency on a specific vendor and for that reason spread their HRIT domain over many vendors. In such a case, it is strongly advised to consider the elements above and find the right balance.

4. DEEP DIVES ON:

Recruitment

Onboarding

Experience Layer



Legend

-  Fully supported
-  Partially supported
-  Not supported

HR Cloud Recruitment vendors

Key functionalities of HR Cloud Recruitment						
	AI & Machine Learning	Resume Parsing	Chatbots	Talent Pools	Employer Branding	Diversity & Inclusion
	Automate and improve applicant and recruiter experience	Scan, analyze and extract information to find the right talent	Provide real-time interaction with candidates	Keep track of talent	Engage with potential talent and manage multiple sources	Eliminate unconscious bias in the recruitment process
SAP SuccessFactors						
Workday						
Oracle						
Skeeled						
Phenom						
Personio						
Headstart						
Avature						

SAP SuccessFactors

	 Chatbots	 Resume Parsing	 Talent Pools	 AI & Machine Learning	 Diversity & Inclusion	 Employer Branding
 <p>OBSERVATIONS</p>	<p>Chatbots are not natively supported in SuccessFactors Recruiting Management. However, it is possible to integrate such third party applications using APIs.</p>	<p>Ability to extract information from an uploaded resume to pre-populate the previous work experience, current employer, and contact address fields on the application.</p>	<p>Talent pools: easy engagement with talent by sending mail campaigns. Contributing to building a relationship and brand awareness.</p>	<p>Machine learning advice for the creation of job posts: job descriptions generate suggestions for salary, word choice, and skills. Machine learning is additionally used to identify words that contain bias through job market data.</p> <p>Administrative work for adding new employees.</p> <p>Interview scheduling tool does not support rescheduling of proposed timeslots by candidates complete data life-cycle with EC-Rec-ONB - no double data maintenance.</p>	<p>Job analyser provides insights to eliminate bias during hiring process. Recruitment sourcing reports to determine advertisements. Validated assessments to ensure fair, consistent applicant measurement. Interview Guide for consistent, job-relevant protocol. Track diverse applicants to ensure engagement.</p>	<p>Capturing new candidates with data-capture forms and profiling them for conversion rates and improved data quality.</p> <p>Set up recruitment events and manage staffing schedule, add candidates and schedule interviews. Deliver targeted content or marketing campaigns to ensure unique experience and nurture relationship.</p> <p>Standard solution does not provide the flexibility needed for custom branding.</p>
<p>The SAP Success Factors Talent management is a global HR cloud software solution. It offers a wide range of solutions focused on efficient global sourcing. This is enabled by offering job postings in multiple languages. The platform enables efficient talent recruitment through self-service tools, talent pools, and search engine optimization.</p>						

Oracle

	 Chatbots	 Resume Parsing	 Talent Pools	 AI & Machine Learning	 Diversity & Inclusion	 Employer Branding
 <p>OBSERVATIONS</p>	<p>Chatbot function: answers candidate questions 24/7.</p>	<p>Resume parsing using artificial intelligence and machine learning to identify best fit candidates based on input (e.g. required skills), speeding up the recruitment process.</p>	<p>Track groups of employees with similar characteristics. Advanced filters available. Contact candidates directly from the talent pool. Candidates in talent pools can be assigned potential ratings and functionality can be linked with succession management.</p>	<p>AI-based job recommendations on the career website.</p>	<p>With Diversity Analytics, it is possible to review recruitment practices and provide insights for equal employment opportunities. Diversity Analytics provides insights into four types of diversity (disability, ethnicity, gender, and veteran status).</p> <p>No options available for blind hiring.</p>	<p>Create e-mail recruitment campaigns and events. Send campaigns to specific talent pools. Keep track of conversion rate, response breakdown, and e-mail metrics. Option available to create and manage social media campaigns.</p>
<p>Oracle Recruiting Cloud is part of Oracle Cloud HCM, which is available as Software as a Service. The three key points of focus are: 1) to provide an excellent candidate experience, contributing to a strong employer brand; 2) AI tools to enable an efficient hiring process; and 3) data-driven decision making by providing data dashboards.</p>						

Workday

	 Chatbots	 Resume Parsing	 Talent Pools	 AI & Machine Learning	 Diversity & Inclusion	 Employer Branding
 <p>OBSERVATIONS</p>	<p>Workday has an integrated chatbot function that is growing in functionality with each release. Currently, it is not enabled for recruiting, however Workday is looking to include this in the roadmap.</p>	<p>Fully supported Resume Parsing functionality. Workday also proposes skills based on experiences identified in the CV.</p>	<p>Workday enables you to create and act on a group of employees, regardless of organisational boundaries. You establish the criteria that determine the membership of a talent pool. E.g.</p> <ul style="list-style-type: none"> • Potential for inclusion in a special project. • Potential to contribute individually at a higher level than peers. • Particularly strong management potential. • Need to be placed on a development plan. • Education, certification, or experience that could be applied to a new business venture. • Specific training, work history, or skills that could make the workers valuable outside of their current organization. 	<p>Currently not available in Workday.</p>	<p>Workday security enables you to hide diversity information during the initial recruiting process. Post recruiting analysis can be completed on a feature-rich diversity dashboard.</p>	<p>Workday enables you to add banners and logos and format the key color schemes within the external candidate site.</p> <p>There are limitations to the configuration options within the external career site. E.g. on the positioning of the branding or layout of the site.</p>
<p>Workday Recruiting is an end-to-end talent acquisition application built to help you find, share, engage with, and select the best internal and external candidates for your organization. With Workday Recruiting, you can:</p> <ul style="list-style-type: none"> • Manage the entire recruiting lifecycle in one system, including workforce planning, sourcing, and advanced talent analytics • Attract top talent with a consistent and engaging candidate experience from outreach to onboarding • Streamline the recruiting process by enabling transparency and collaboration across the entire hiring team 						

Skeeled

	 Chatbots	 Resume Parsing	 Talent Pools	 AI & Machine Learning	 Diversity & Inclusion	 Employer Branding
 <p>OBSERVATIONS</p>	<p>No chatbots: recruiters can send out 'personalized' communications themselves, but there is no automation in answering candidates' questions during the application process.</p>	<p>Easy to apply: automatically generated candidate profile with LinkedIn or upload CV. No login/password needed.</p> <p>Personality Assessment & video interviews easily compare scores and answers to find the most suitable candidate.</p>	<p>No talent pool: recruiters must remember interesting names themselves. Reach is relatively low; 33% job boards and 66% boards at universities.</p>	<p>AI-based ranking and candidate recommendations: AI screens candidate profiles based on CV skills and experience.</p> <p>Advanced reporting & analytics: insights that help keep track of recruitment efforts in order to improve talent acquisition.</p>	<p>Standard score cards: compare candidates by standardizing interviews and making the process fairer.</p> <p>Shared decision making reducing individual biases.</p> <p>Blind hiring: anonymous applications to judge candidates based on skills and make unbiased decisions.</p>	<p>Recruitment Marketing Solution focused on building a career website to encourage candidates to apply.</p> <p>'Personalized' mass communication: to stay connected with talent.</p>
<p>Skeeled is a data-driven software solution that focuses on integrating artificial intelligence (AI) in recruitment. The methodology is to standardize the interview process into an automated workflow. It won the rising star award in 2019 in relation to customer success with video interview software.</p>						

Phenom

	 Chatbots	 Resume Parsing	 Talent Pools	 AI & Machine Learning	 Diversity & Inclusion	 Employer Branding
 <p>OBSERVATIONS</p>	<p>A chatbot supporting five core functionalities:</p> <ol style="list-style-type: none"> sourcing job search & apply screening scheduling FAQ <p>Not all functionalities are included in the basic Phenom package.</p>	<p>Resume parsing is supported in three different ways. Data can be uploaded via a document, filled out by answering a fixed set of questions, or gathered by applying via social media channels (e.g. LinkedIn, Google, and Facebook).</p> <p>Phenom People is not an Applicant Tracking System (ATS), meaning that you cannot handle the resumes that have been uploaded onto the Phenom platform.</p>	<p>A portal for internal mobility is included in the platform. It specifically focuses on empowering the co-worker to search and apply for new internal jobs that are recommended based on experience, skills, and interests.</p>	<p>AI-powered recommendations based on people's skills, location, and interests, with natural language processing used to surface positions by understanding what a candidate is looking for. This may involve correlating search terms with synonyms or highlighting other closely related fields. The system can also suggest job openings based on someone's profile (e.g. if they have logged in with their LinkedIn credentials), search history, and more. Important to note is that it is not necessary for candidates to create a profile on the career page.</p>	<p>Phenom Diversity & Inclusion is a set of features that allow employees to engage with groups representing various cultures, backgrounds, lifestyles, and beliefs. This includes Employee Resource Group (ERG) creation within company-wide promotion and D&I events with registration functionalities.</p> <p>No supported functionality in job post advice or blind hiring.</p>	<p>Offering career sites with personalized job and content recommendations, including a content management system to publish content. Capability to capture passive candidate leads that you can nurture with e-mail and SMS campaigns</p> <p>No supporting functionalities in setting up recruitment events.</p>
<p>Founded in 2010, Phenom People is a human resources platform that leverages artificial intelligence (AI) to help companies attract new talent. Phenom People promotes its 'talent experience management' platform as an experience layer on top of an Applicant Tracking System (ATS) for organizations looking to build career websites with personalized job and content recommendations, chatbots, and a content management system.</p>						

Headstart

	 Chatbots	 Resume Parsing	 Talent Pools	 AI & Machine Learning	 Diversity & Inclusion	 Employer Branding
 <p>OBSERVATIONS</p>	<p>No chatbot integrated in the recruitment solution.</p>	<p>Machine learning creates a holistic candidate profile: rank candidates based on role fit, culture fit, personal traits, motivations.</p>	<p>Create talent pools: collect candidate profiles to build database.</p>	<p>Machine learning to screen and rank candidates based on skills. Integrated analytics show areas of success and opportunities for improvement across candidate base and pipeline.</p> <p>Self-service application: candidates apply and complete online and in-person assessments.</p> <p>Automate workflows: automated actions between stages in the recruitment process.</p>	<p>Data-driven hiring: report and analyze hiring pipelines to identify areas of bias. Software shows metrics to provide guidelines.</p> <p>'How to hire diverse' recruitment guide: relevant content available for how to hire diverse.</p>	<p>Recruitment challenges: No information found on a connection to job boards.</p>
<p>Launched in 2016, Headstart focuses on fair hiring and combats discrimination by making the hiring process more efficient and fairer by levelling candidates and focusing on potential instead of background. Combined with diverse hiring, the software is enabling cost-per-hire savings due to automation of the recruitment process. Its niche is a focus on campus recruitment and understanding different generations.</p>						

Avature

	 Chatbots	 Resume Parsing	 Talent Pools	 AI & Machine Learning	 Diversity & Inclusion	 Employer Branding
 <p>OBSERVATIONS</p>	<p>No chatbot functionality available. There is a possibility to integrate 3rd-party chatbots.</p>	<p>Analyze resumes and candidate data based on recruiter-selected requirements.</p>	<p>Talent pool functionality available for refined pipelining.</p> <p>Communicate with candidates directly. E-mail templates, automated messages, and personal tags available to reach out to candidates.</p>	<p>Machine learning available to match candidates with multiple jobs.</p> <p>Increase recruiter knowledge and optimize sourcing with semantic search.</p> <p>Provide candidates with personalized job recommendations based on candidate's skills from resumes.</p>	<p>Identify areas of bias in the recruitment process with the help of AI technology.</p>	<p>Possibility to design own career site(s).</p> <p>Set-up and manage campus and recruitment events</p> <p>Enables recruiters to share job posting on social channels.</p>
<p>Avature is a highly configurable enterprise SaaS platform for talent acquisition and talent management, and the leading provider of CRM technology for recruiting globally. Avature brings consumer-grade internet technology and innovation to HCM software. Avature solutions include shared services sourcing, applicant tracking, campus & events recruiting, employee referral management, social onboarding, branded employee engagement, employee mobility and workforce optimization, and performance management</p>						

Legend		Key functionalities of HR Cloud Onboarding solution				
		Pre-boarding	AI & Automation	Cultural Adoption	Gamification	Personalization
HR Cloud Recruitment vendors	SAP SuccessFactors	Fully supported	Partially supported	Partially supported	Not supported	Partially supported
	Oracle	Partially supported	Fully supported	Partially supported	Not supported	Fully supported
	Workday	Fully supported	Partially supported	Partially supported	Partially supported	Fully supported
	Servicenow	Fully supported	Fully supported	Fully supported	Fully supported	Fully supported
	Enboarder	Fully supported	Fully supported	Fully supported	Partially supported	Fully supported
	Appical	Fully supported	Fully supported	Fully supported	Fully supported	Fully supported

SAP SuccessFactors

	 Pre-boarding	 Cultural adoption	 Gamification	 AI & Automation	 Personalization
 <p>OBSERVATIONS</p>	<p>A personalized portal for each new recruit to connect them with the right people and content, even prior to day one. Integration between recruitment, onboarding and employee central is standard (seamless).</p> <p>Limited amount of tokens available to new recruits in standard e-mail templates.</p>	<p>Match up mentors, experts, and employees to help establish the relationships that new recruits need to be successful.</p> <p>No direct connection with Outlook to support scheduling of meetings with colleagues.</p>	<p>Not supported.</p>	<p>Provide checklists, goal plans, and other guidance to all parties involved in new recruit onboarding.</p> <p>Simplify onboarding admin with electronic forms that can be filled out on any device and support e-signatures with SAP Signature Management by DocuSign.</p> <p>Compliance forms are not yet available for all regions. Therefore, it is only suitable for countries with limited complex compliance requirements.</p>	<p>Help new recruits succeed by defining 30-, 60-, and 90-day goals and offering personalized training using SAP SuccessFactors Learning.</p> <p>Experiences designed to address the needs of each role.</p> <p>Easy to use onboarding activities dashboard.</p>
<p>SAP SuccessFactors Onboarding delivers an integrated solution including pre-boarding, onboarding and offboarding. Connecting new hires to the right documents and introduces them to experts and relevant colleagues. Streamlines onboarding, cross-boarding and offboarding for new hires, internal transfers and those leaving the company.</p>					

Oracle

	 Pre-boarding	 Cultural adoption	 Gamification	 AI & Automation	 Personalization
 <p>OBSERVATIONS</p>	<p>Assign checklists to new recruits before the start date.</p> <p>There is no separate work area for pre-boarding.</p> <p>After the hire date, the e-mail address needs to be adjusted to the corporate e-mail address.</p>	<p>Include welcome messages for new hire and information/trainings related to the organization and/or culture. Checklist including meeting mentor.</p>	<p>Gamification not supported in Oracle.</p>	<p>Guided onboarding experiences: Drive productivity by providing a digital assistant for easy, step-by-step task completion from any device.</p>	<p>Personalized task management: Share tasks on a personalized to-do list so new hires can find everything they need and take action from one place.</p> <p>Customization is not flexible enough. Customizing the modules is complex and requires extra consulting expertise from Oracle or a third party.</p>
<p>Taleo was acquired by Oracle in 2012 and delivers the Onboarding module within the Oracle HCM Suite. Offers a seamless transition From Recruiting to Onboarding and from Onboarding to Learning & Development (Performance Management).</p>					

Workday

	 Pre-boarding	 Cultural adoption	 Gamification	 AI & Automation	 Personalization
 <p>OBSERVATIONS</p>	<p>Even before joining on day one, the recruit has the ability to log into Workday and complete the key onboarding set, e.g. NI Number, Emergency Contacts, Photo upload, Address, etc.</p>	<p>Onboarding is triggered with an 'Onboarding Set-up' step that enables managers to add a welcome message, include helpful contacts, and define key people to meet on day one.</p>	<p>Progress of onboarding steps are tracked as a percentage. Reports can be created showing progress compared to other new recruits.</p>	<p>Onboarding is completed step by step with only essential information being requested. Based on your role, the onboarding process can automatically tailor the onboarding experience.</p>	<p>Default welcome messages can be created and edited / customised as part of the onboarding trigger process.</p>
<p>Workday Onboarding can be used for new recruits and employees transitioning within the organization. It guides employees through onboarding tasks, connects them with helpful people, and monitors the onboarding tasks in a visual way. Onboarding also enables HR productivity by automatically creating forms and distributing documents to new employees, and tracking acknowledgments or e-signatures. Retrieved documents are also stored in Workday.</p>					

ServiceNow

	 Pre-boarding	 Cultural adoption	 Gamification	 AI & Automation	 Personalization
 <p>OBSERVATIONS</p>	<p>Able to establish a personal connection with an incoming employee between the job offer and start date, as well as getting a jump on policy sharing and paperwork that might otherwise clutter their first week.</p> <p>Functionalities for a preboarding employee to 'get ready for day one'. Integration with Document Manager and LMS system.</p>	<p>First-day welcome and orientation. First-week introduction. Integration with LMS system and online meeting platforms .</p>	<p>Encourage users to participate and contribute content in the community by providing incentives in the form of points, achievement levels, and badges. Including leaderboards, badges.</p>	<p>Integration with E-signature. Virtual Agent conversations, possible to chat with an agent. E-form, upload data and forms.</p>	<p>Complete onboarding to do's, view relevant media sections, view relevant banners that are shown based on your personal preferences.</p>
<p>ServiceNow's enterprise onboarding and transitions deliver great employee experiences across the moments that matter and accelerate productivity. It includes: Mobile Onboarding; enabling new recruits to complete tasks and talk with a Virtual Agent. Workflows that break down silos and span departments and end-to-end visibility across departments. Step-by-step guidance on what needs to be done by hiring managers and employees, including real-time data that provide insight into onboarding volume by location and department</p>					

Enboarder

	 Pre-boarding	 Cultural adoption	 Gamification	 AI & Automation	 Personalization
 <p>OBSERVATIONS</p>	<p>Make it easy to access and action Deliver your content on their preferred channel – just one click away. No apps to download, no logins to remember.</p>	<p>Design stunning content Beautiful web pages, virtual office tours, team intro videos, or interactive communications – with Enboarder anything is possible.</p> <p>Seamlessly embed existing content or add your brand’s touch with custom fonts and colors.</p>	<p>With Enboarder Learn gamification is used in trainings and introductions for onboarders.</p>	<p>Create your perfect new recruit journey Build remarkable experiences and automate tasks with our simple drag-and-drop interface.</p> <p>Integration with e-signature systems like DocuSign and Adobe Sign.</p>	<p>Automatically segment new recruits into relevant journeys Serve specific and personalized content based on activity and demographics.</p> <p>Make it easy to access and action Deliver your content on their preferred channel – just one click away. No apps to download, no logins to remember.</p>
<p>Enboarder is an experience-driven onboarding and transition platform that makes it easy to create onboarding flows.</p>					

Appical

	 Pre-boarding	 Cultural adoption	 Gamification	 AI & Automation	 Personalization
 <p>OBSERVATIONS</p>	<p>Appical supports pre-boarding of employees including a checklist, informational content, and interactive content, such as games, quizzes, and videos. Includes integration with e-signature systems and core HR solutions. Also, documents can easily be shared or attached in online HR forms. Integration possibilities with Applicant Tracking systems to automate user management by ensuring that new recruits get access to Appical once they are hired.</p>	<p>This is a category in the platform that includes providing employees with a sense of organizational norms and a company glossary. Connecting is another element that is highlighted in the platform and is where new recruits can meet team members easily with help of the Peoplefinder.</p>	<p>Possibility to reward new joiners for accomplishments along the way (customizable on certain elements). The onboarding journey can be enriched by adding quizzes and feedback.</p>	<p>Integration possibilities with e-signature solutions to send and receive signed documents through the application. E-form functionality is supported so that new hires sign required documents during their onboarding.</p>	<p>Possibility to create different workflows for different target groups. In addition, personal welcome messages can be created and contextual content tagged to make sure that new recruits get relevant information only.</p>
<p>Founded in 2021, Appical aims to be the simple and effective platform for onboarding, engaging with, and retaining employees in organizations. It aims to help organizations build a strong employer brand, utilize teams, and make new recruits feel welcome by delivering a pre-boarding and onboarding platform, and predicts which employees will be successful in organizations.</p>					



SAP SuccessFactors

	 Collaboration	 Case Management	 Integration	 Artificial Intelligence	 Personalization	 Data Analytics
 <p>OBSERVATIONS</p>	<p>Tools for organizing collaboration in teams. Collaborative creation of content and sharing knowledge throughout organization.</p>	<p>Possible for HR Case Management with EC Service Center including analytics.</p>	<p>Integration of entire employee journey and integration of other SAP Cloud Platform services as well as widely used external applications, such as Microsoft Office 365, Microsoft Teams, and SharePoint Online.</p>	<p>With SAP Conversational AI, interactive chatbots that assist employees with their tasks can be set up with predefined functions or own chatbots can be created and integrated.</p>	<p>Employees can customize and personalize tools and information displayed based on their job profile and interests. Documents for own use can be stored and preferences for feeds and content updates can be set.</p>	<p>Not supported. SAP SuccessFactors has a People Analytics Module, separate from SAP SuccessFactors Workzone. Possible with SAP Analytics Cloud (SAC), our strategic analytics tool and fully integrated in Work Zone.</p>
<p>SAP SuccessFactors is a global HR cloud software solution with a wide range of HR solutions. These include the SAP Work Zone experience layer, which offers an integrated solution for the employee journey.</p>						

ServiceNow

	 Collaboration	 Case Management	 Integration	 Artificial Intelligence	 Personalization	 Data Analytics
 <p>OBSERVATIONS</p>	<p>Knowledge throughout organization captured and shared with employees.</p>	<p>Management of interactions and requests using visual task board for management and prioritization of cases. With an HR service catalogue, HR Service offerings are defined.</p>	<p>Integration of the employee journey (specifically onboarding) by putting together experiences and offering insights and guidance throughout the process.</p> <p>Integration between ServiceNow IT Service Management and HR Service Delivery was not possible. With the new Rome release, integration between HR Service Delivery and IT Service Management is established.</p>	<p>Interface to find answers to common questions, made faster and easier by setting up pre-built conversations. Frequent and basic inquiries can be handled without requiring the time and effort of HR staff.</p>	<p>Custom-branded site where employees can find relevant HR-related information. Targeted communication based on employee profile data and with integrated case management, employees can get help when needed.</p>	<p>Use of score cards for monitoring HR Services at a glance. Drive continuous improvement by anticipating trends and aligning with business goals. Enhance self-service and improve satisfaction.</p>
<p>ServiceNow has diverse offerings related to HR services, among which an experience layer that can be implemented above an entire IT estate to offer employees the complete journey.</p>						

Pega

	 Collaboration	 Case Management	 Integration	 Artificial Intelligence	 Personalization	 Data Analytics
 <p>OBSERVATIONS</p>	<p>Processes are streamlined and better experienced are created for employees through Digital Process Automation, with the use of real-time intelligence, combined with design thinking methodologies.</p>	<p>Pega enables business stakeholders to accelerate enterprise app development through visual tools (no coding), support for HR/business/IT collaboration, and continuous improvement by allowing user modifications to running apps in a controlled way.</p>	<p>Pega has an open platform to navigate a complex integration landscape, so you can build apps faster, integrate seamlessly, and meet the demands of your business. Integrate without code.</p>	<p>Optimize workflows and improve business outcomes with AI-driven decisions. The chatbot 'Sem' sees pre-populated forms she can easily review. This results in a customer service agent with quick replies, thus saving time. Pega has an e-mail bot, prediction studio, strategy manager, adaptive decision making, real-time intelligence, AI decision making, business rules.</p>	<p>As work passes from one business silo to the next, Pega preserves the context of each piece of work throughout the entire work cycle. This helps large organizations integrate, automate, and improve their complex front- and back-office business operations.</p>	<p>Data analytics within sales is one of Pega's key solutions, however data analytics within HR is not as advanced as sales.</p> <p>Data analytics within HR is not as advanced as sales.</p>
<p>Pega offers efficient process design and a single input channel for all employees to improve the customer experience in the HR area</p>						

Applaud

	 Collaboration	 Case Management	 Integration	 Artificial Intelligence	 Personalization	 Data Analytics
 <p>OBSERVATIONS</p>	<p>Connects to existing knowledge sources and record systems, and enables the workforce to get answers quickly, minimizing calls to HR. Connect multiple sources to find knowledge articles, policies, guides, FAQs, news, and events in one place, enhancing collaboration.</p>	<p>Connects with the existing case-management tool for a hand-off from self-service help to the right HR team.</p>	<p>Connect to knowledge sources and record systems for rapid integration with less disruption. Over 1,000 pre-built connectors. Automate HR processes using workflows together with best-in-class applications.</p>	<p>Build forms, workflows, and approvals that automate processes across departments and systems.</p> <p>No use of virtual chat to enable quick guidance.</p>	<p>User provisioning and code-free set up for integration with existing single-sign-in solution, so that employees can gain access to all their services with one login.</p>	<p>Use of AI and natural language technology for improvements.</p> <p>Produces different results for different personas and includes auto complete, keyword highlighting, and suggestions.</p>
<p>Applaud is driven to create HR technology that focuses on the employee. Its perspective is to offer employees the same technology experiences within work as they already experience outside of work, as consumers.</p>						

Microsoft

	 Collaboration	 Case Management	 Integration	 Artificial Intelligence	 Personalization	 Data Analytics
 <p>OBSERVATIONS</p>	<p>Integrates multiple knowledge sources within the organization. Offers a personalized view of relevant news, conversations, and communities within the organization.</p>	<p>Functionality not supported in Microsoft Viva.</p>	<p>Integration with all Microsoft 365 products, such as Teams and SharePoint.</p>	<p>Uses AI to analyze the data of an organization and identify and process the content automatically.</p> <p>Automatically identify subjects by recognizing common answers and topics within answers. Organize information and generate design pages.</p> <p>Show related subjects and expertise from different data sources.</p>	<p>Functionality not supported in Microsoft Viva.</p>	<p>Personal insights into workflows. Understand the impact of workflows on managers and employees to optimize business results. Offers advanced programmes and improved data insights with Glint, LinkedIn, and Headspace.</p>
<p>Microsoft Viva is an experience layer platform that is built on Microsoft 365 and works within Microsoft Teams.</p>						

5. VARIOUS SUCCESS STORIES RELATED TO...

Recruitment

Onboarding

Experience Layer



SUCCESS STORIES – RECRUITMENT

REC RUIT MENT



A Global Retail Manufacturer

Background 

- The company hired thousands of employees on a regular basis across global locations
- Current manual screening and matching of a resume to a job description took significant manpower and was prone to inherent human bias in candidate prioritization

Solution 

- Capgemini Invent built an intelligent engine to enable auto screening, matching, and scoring of resumes
- It is an advanced, parts-of-speech-based, ML-driven, text-understanding engine with a front layer of Elastic Search

Benefits 

- It helped the company to cut down the cycle time, induce consistencies, and reduce costs
- It also led to 95% savings in required manpower and screening to interview lead time

An international telecom company

Background 

- Challenge to simplify global HR processes and build global HR team from scratch, build flexible, scalable HR infrastructure to support business growth

Solution 

- Capgemini provided implementation and integration services, and among other things implemented Recruitment solutions and Performance and Goals solutions for 2,700 employees and 800 contractors
- Used a big-bang implementation so client could become stand-alone in all 50 countries in 6 months

Benefits 

- Global HR Team with simplified processes
- Faster access to information, enabling the client to make better business decisions
- Simplified system that improves user experience and employee relationships
- Standardized, fast reporting on key performance indicators, goals, and performance
- Instant availability of employee data for management decisions
- A more agile, entrepreneurial, corporate culture

The company's Vice President of HR:

"We needed an HR solution that could be up and running fast, and was state-of-the-art, reliable, user-friendly, and off the shelf. We achieved all that with Capgemini and SAP SuccessFactors solutions in just six months."

SUCCESS STORIES – ONBOARDING



A global data technology company	
Background	 <ul style="list-style-type: none"> The customer was already live on the global HR system but needed to implement Onboarding and the associated integrations (Payroll and SSO) Standardizing of business processes for populations with different requirements
Solution	 <ul style="list-style-type: none"> Capgemini was responsible for implementing the onboarding part that provides new recruits with a modern, digital, and streamlined experience. Phase X implementation of onboarding Design, development, and testing of new integrations Support of system post go-live
Benefits	 <ul style="list-style-type: none"> Today, this client's new recruits enjoy an organized onboarding process HR enjoys the reduction of manual paperwork, quicker ramp-up time, and fewer onboarding-related service tickets, allowing them to work on more strategic initiatives. Different onboarding processes and dashboards designed and configured for on-site vs remote employees, US vs global employees, and onboarding triggered from Hire vs Change Job

A manufacturer of building materials	
Background	 <ul style="list-style-type: none"> Increase effectiveness and efficiency by putting the right information in the right hands for quick decision making Develop and attract world class talent and empower employees to have more control over their career through training and continuous feedback around performance
Solution	 <ul style="list-style-type: none"> Cloud Software solution for Learning, Recruiting Management, and Onboarding were rolled out to support LP's Recruit to Hire process Onboarding integrated with Active Directory to generate network credentials as soon as onboarding is completed.
Benefits	 <ul style="list-style-type: none"> Employee transaction processing efficiency increased by 70% The solution empowers employees to have more control over their career through training and continuous feedback around performance Increased ease of assignment of key learning items and greater availability of course content Reduction of incomplete paperwork once new recruits begin on their first day, allowing them to focus on meeting peers and succeeding in the new job

SUCCESS STORIES – EXPERIENCE LAYER



Energy & Utilities

Background 

- A leading Canadian electricity transmission and distribution company leveraged Capgemini's expertise to radically improve its HR processes.

Solution 

- Capgemini proposed a new service delivery model built around next-generation that delivered multiple business advantages, including:

Benefits 

- Reduced costs of implementation and upgrades
- Enhanced user experience for employees, external candidates, and HR managers
- Improved security for confidential cases.

Agribusiness

Background 

- A world leader in crop protection leveraged Capgemini's expertise to digitally transform its HR processes.

Solution 

- Capgemini advised on the transformation service delivery model based on a next-generation technology platform that delivered multiple business advantages, including:

Benefits 

- Uniform, consumer grade, user experience for employees, HRBPs, and line managers
- Automatic generation of cases based on Workday work flows
- Single stop shop for HR and IT contact center.

OUR TEAM



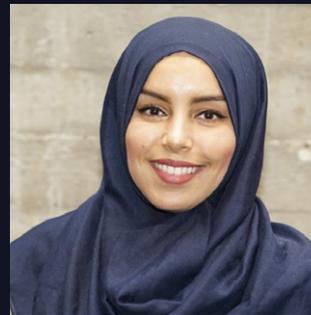
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CONCLUSION

Due to COVID, the need to provide a truly digitized HR experience to employees and managers has been accelerated. With our vision Reinventing Work, Capgemini Invent covers all elements to prepare for the future and become the agile HR department thriving and coming out on top.

In this CloudWatch, we have focused on how Recruitment, Onboarding and Engagement layers can help digitize and personalize HR. Developments in the (labour) market and employees' expectations make it crucial to focus on these elements in order to gain and retain the best talent.

To give an overview of possibilities to thrive your HR processes, several trends within the HR market are identified and related to HR vendors. When considering an HCM solution for your organization, it is best to weigh the differences between All-in-One and Best-Of-Breed Cloud HCM solutions for your organisation. With our success stories we hope to have given you an insight in solutions and benefits of other organizations.

To find our vision on Reinventing Work, please scan this QR code.



Interested in exchanging thoughts on personalized & digitized HR or other HR trends? Feel free to reach out to us.

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About Capgemini Invent

As the digital innovation, design and transformation brand of the Capgemini Group, Capgemini Invent enables CxOs to envision and shape the future of their businesses. Located in more than 36 offices and 37 creative studios around the world, it comprises a 10,000+ strong team of strategists, data scientists, product and experience designers, brand experts and technologists who develop new digital services, products, experiences and business models for sustainable growth.

Capgemini Invent is an integral part of Capgemini, a global leader in partnering with companies to transform and manage their business by harnessing the power of technology. The Group is guided everyday by its purpose of unleashing human energy through technology for an inclusive and sustainable future. It is a responsible and diverse organization of 270,000 team members in nearly 50 countries. With its strong 50-year heritage and deep industry expertise, Capgemini is trusted by its clients to address the entire breadth of their business needs, from strategy and design to operations, fueled by the fast evolving and innovative world of cloud, data, AI, connectivity, software, digital engineering, and platforms. The Group reported in 2020 global revenues of €16 billion.

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