

Disruptive and Innovative Technology Solutions for Global Business Services (GBS) Talent Management

November 2021: Complementary Abstract / Table of Contents



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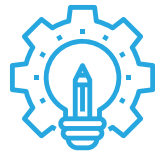
Background of the research

COVID-19 has intensified the ongoing war for talent. Sourcing, activating, and retaining top talent – employees with specialized functional and behavioral skills that enable organizations to survive uncertainties and thrive in intense competition – are becoming ever more critical to organizational success. As talent becomes the differentiating factor, GBS organizations are turning to technology solutions that optimize various aspects of talent management, provide access to real-time data-driven insights, eliminate process inefficiencies, help track effectiveness of initiatives, and enable accurate decision making. Next-generation technologies – data science, artificial intelligence, machine learning, analytics, etc. – are being increasingly leveraged by organizations to manage talent and business challenges more effectively.

To help GBS organizations future-proof their talent management strategy, Everest Group has studied 50+ innovative technology solutions that offer a unique value proposition and enable organizations to streamline talent management processes, making them more real-time, data-driven, and outcome-oriented. GBS organizations can use this intelligence in addition to our “Talent Performance Framework” to optimize their talent management processes and plan current and future talent needs.

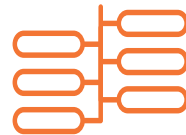
The report highlights the key aspects of talent management that are witnessing exponential growth as well as some disruptive and innovative technology solutions that are redefining talent management. It also sheds light on the technology solutions’ evolving value propositions that GBS organizations must watch out for.

Scope of this report:



Key learnings

Impact of COVID-19 on talent management, key aspects of talent management witnessing growth, increasing leverage of technology solutions



Key elements

Leading innovative technology solutions, evolving value proposition, and key implications for GBS organizations



Case studies

Case studies highlighting key initiatives and success factors for leading GBS organizations

Overview and abbreviated summary of key messages

In this report, we highlight key aspects of talent management that are witnessing exponential growth as well as some disruptive and innovative technology solutions that are redefining talent management. It also sheds light on the evolving value proposition offered by technology solutions emerging trends GBS organizations must watch out for.

Some of the findings in this report, among others, are:

Observations in 2021

- Talent has become a key battle-ground and enterprise view talent shortage as a key impediment to achieving outcomes
- COVID-19 has changed the ways of working, workforce distribution, and enterprise approach to talent management. This has also resulted into a maturing third-party ecosystem for talent management with the rise of multiple disruptive technology solutions

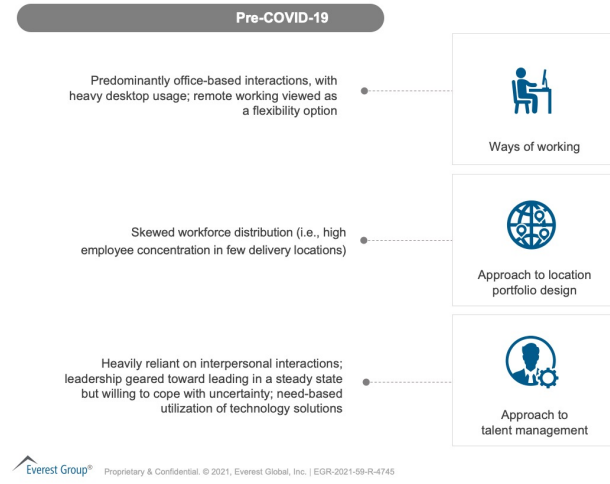
Expectations for 2022 and beyond

- Leverage of disruptive technology solution by GBS (Global Business Services) is expected to increase going forward
- GBS organizations are expected to implement these disruptive point solutions along with their end-to-end solutions to get access to certain features/enhancements currently not being covered by the end-to-end solutions
- Best-in-class GBS organizations are expected to develop GBS-specific talent management strategies and leverage technology solutions to maximize value delivered

This study analyzes emerging technology solutions and use cases from leading global organizations, providing details on how these organizations can leverage these disruptive solutions to improve talent management

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COVID-19 has significant implications on the ways of working, workforce distribution, and enterprise approach to talent management...



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Innovative technology solutions for talent sourcing (page 1 of 2)

Technology solution	Description
iCIMS	<ul style="list-style-type: none"> The iCIMS Talent Cloud is a recruitment platform that enables organizations to develop customizable and interactive candidate experiences through automation It leverages AI/ML, advanced analytics, and cloud integration to enhance the candidate experience
Avature	<ul style="list-style-type: none"> Avature is an integrated and customizable system for end-to-end talent acquisition Organizations can create individualized career sites to attract and engage top talent Avature also helps organizations integrate diversity and inclusion into their recruitment process
JOBVITE	<ul style="list-style-type: none"> Jobvite Talent Acquisition Suite is an end-to-end talent acquisition platform The platform leverages intelligent automation to eliminate administrative tasks Organizations can optimize talent attraction with targeted communication
Beamery	<ul style="list-style-type: none"> Beamery's Talent Operating System is an integrated talent acquisition and onboarding platform Organizations can create personalized career sites that communicate the right time, and automate key touchpoints of the talent acquisition process Organizations can also leverage Executive Search within the platform

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Leading global organizations are leveraging technology solutions for emerging talent management issues (page 1 of 2)

Use cases

Category	Use case	Context	Action	Benefits
L&D	Gamification to optimize L&D initiatives	India GBS of a leading BFSI organization wanted to optimize the onboarding of new joiners and address learning needs of a cross-generational workforce.	Leveraged an in-house gamification tool to make the onboarding process interactive and engaging	Reduced onboarding time from 60 to 30 days , ensured higher participating in learning programs, and increased leverage of micro learning to cater to the needs of a cross-generational workforce
Productivity	Automated time sheet and effort-output correlation	A leading technology enterprise realized that contrary to its understanding, the actual hours spent by its remote employees were significantly lower than the standard working hours in the enterprise.	Generated timesheets in preconfigured formats , thus saving employee time and outlining the correlation between the employee effort and output achieved	Monitoring the remote workforce, creating an employee activity database in safer and pro-data compliance formats , improving the viability of employee-friendly policies such as work-from-home, and structuring of outsourcing contracts based on true and data-driven effort-time estimates
Productivity	Employee analytics and identifying workplace inefficiencies	A leading BFSI organization gained visibility of the low productivity levels of its outsourcing partner; the enterprise was able to renegotiate its contract with its partner.	Populated multi-dimensional datasets based on employee time-utilization patterns and employee-time distribution by activities (e.g., meetings, browsing, and e-mails); captured employee-time at multiple levels (e.g., value add and type of activity)	Identifying top/bottom performers, effective work distribution based on utilization, selecting best-fit locations/vendors , and identifying and optimizing the most leveraged software (e.g., Excel and SAP). It further offers scope of process flow improvement using multiple levers (e.g., employee policies and automation)

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Research calendar

Talent Excellence GBS

Published Planned Current release

Published reports

Release date

Innovative Talent Practices to Build the GBS of the Future	November 2019
European Digital Services Talent Handbook: Prepare for Digital Disruption	June 2019
Playbook: Integrating Work From Home (WFH) in the Global Business Services (GBS) Delivery Model	June 2020
Workforce Productivity: The Next Frontier in Improving Organizational Efficiency	June 2020
Engineering Services Skills Handbook: Preparing for Next Wave of Growth in Global ER&D	July 2020
Winning the War for Talent: An Enterprise Guide to Building a Sustainable Workforce Strategy	July 2020
Charting the Skilling Journey to Build the IT Services Talent of Tomorrow: Replacing the Commodity IT Services Role Definitions	August 2020
Future of Work-From-Home in GBS Separating Hype from Reality	May 2021
Skilling Strategies for GBS Organizations Pinnacle Model™ Analysis 2021	July 2021
Disruptive and Innovative Technology Solutions for Global Business Services (GBS) Talent Management	November 2021

Planned reports

Release date

Unlocking GBS Workforce Productivity	Q4 2021
Role of Next Generation Technologies in Talent Acquisition	Q4 2021
Next-generation Talent Practices for Evolving GBS Needs	Q4 2021
Global Workforce Strategy Planning Pinnacle Model™ Analysis 2021	Q4 2021

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