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APTITUDE INDEX REPORT
TALENT ACQUISITION SYSTEMS 2016

THE YEAR OF SIMPLICITY

JULY 2016

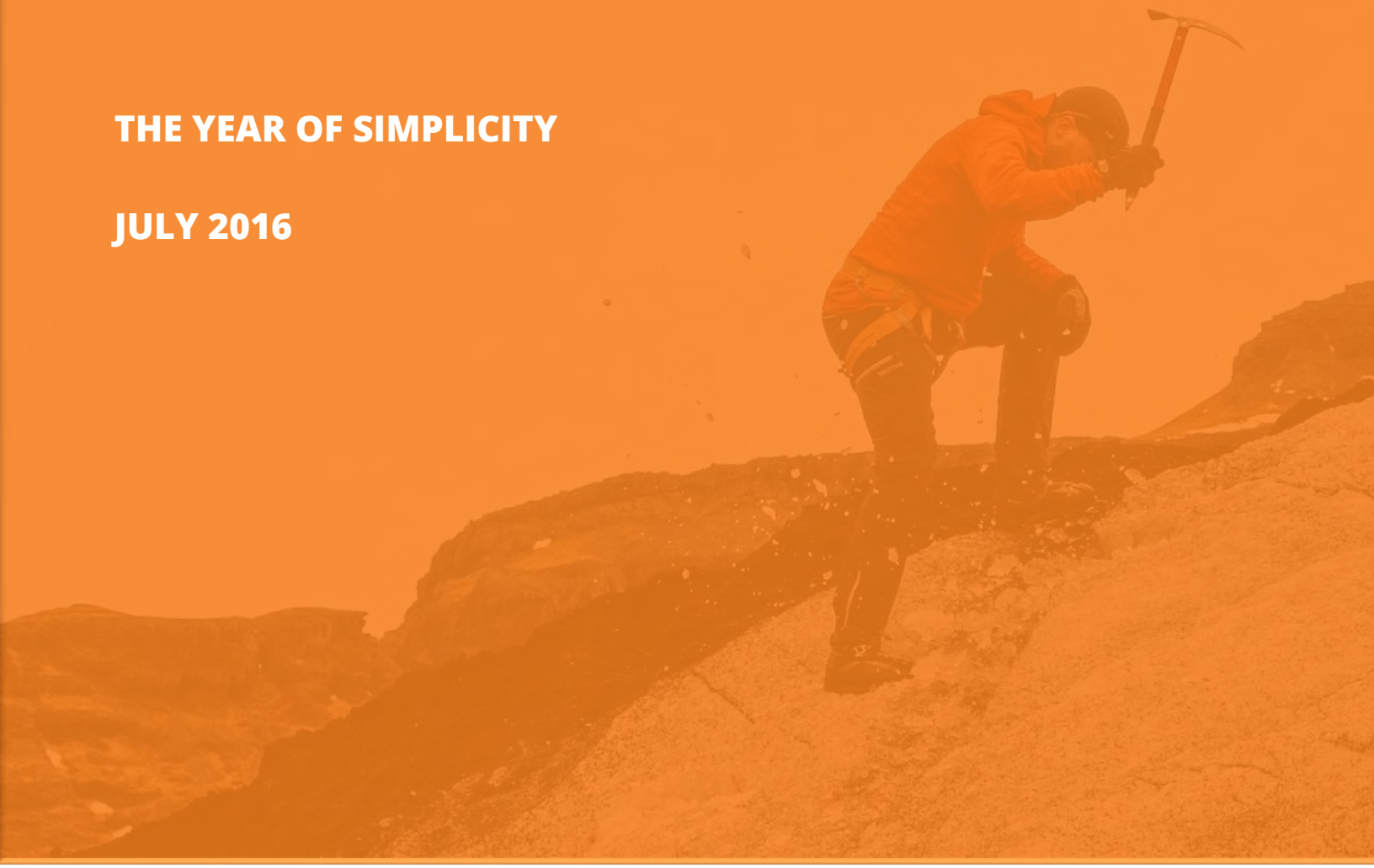

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TABLE OF CONTENTS

Introduction..... 3
Research Methodology..... 5
Top 10 Trends..... 6
The Talent Acquisition Technology Landscape..... 9
Buyer Personas..... 16
A Guide to Using This Report..... 19
Provider Profiles..... 26

- **ADP**
- **Cornerstone OnDemand**
- **Greenhouse**
- **IBM Kenexa BrassRing**
- **iCIMS**
- **Lever**
- **Lumesse (Talent Objects)**
- **Newton Software (Paycor)**
- **Oracle**
- **PeopleFluent**
- **SAP**
- **SilkRoad**
- **SmartRecruiters**
- **Workday**

- **Appendix – The Talent Acquisition Ecosystem**

About the Report

The Aptitude Index report does not rank providers. It provides an overview of the market and helps companies rethink the evaluation criteria used to select partners and what providers might meet their unique requirements. As the market becomes more complex, organizations must take a step back and reexamine what is driving success and ask new questions around technology decisions. The final section of this report includes profiles of ATS providers describing their attributes along these criteria.

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INTRODUCTION: THIS IS NOT YOUR GRANDMA'S ATS

The ATS market is by no means a disruptive market.

According to Aptitude Research Partner's 2016 Hire, Engage, and Retain study, over 70% of companies invest in an Applicant Tracking System (ATS) and many of these companies are second and third generation buyers. For decades, organizations have relied on these systems to manage their applicant workflow and stay compliant. And while that need for an administrative solution persists, the technology has evolved significantly to meet new pressures and a new buyer.

Talent acquisition has become increasingly complex with the rise of a flexible workforce, pressure to align with business goals, and the transparency around the candidate experience. The modern talent acquisition system (TAS) is now designed to help companies manage both the tactical and strategic elements of talent acquisition. It encompasses the entire pre-hire lifecycle from candidate acquisition and requisition management through offer extension. In many cases, these solution providers offer recruitment marketing and onboarding capabilities – areas that were at one time considered outside the realm of an ATS.

Today, the talent acquisition system remains the backbone of a modern recruitment function. Yet, Aptitude Research found that two out of five companies are still unhappy or indifferent with their provider. Why are so many companies disgruntled with a system that is so critical to the way they attract and recruit talent?

Many times the dissatisfaction is the result of the company's lack of understanding of its own internal

70%

Over 70% of companies invest in an Applicant Tracking System according to Aptitude's 2016 Hire, Engage, and Retain survey. Many of these companies are second and third generation buyers.

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needs or looking solely at price or product capabilities to find the right provider. These companies become so easily distracted by the complexity and the bells and whistles of these talent acquisition systems they forget the basic challenges they are trying to solve.

The goal of this report is to help companies understand the value of a modern talent acquisition system and differentiate between a provider and a true partner. This report provides both a research-based overview of the market as well as in-depth analysis on each of the thirteen providers who qualified for this report.

Unlike other tools in the market, this study will focus on what matters to the buyer and what solutions might fit with the unique hiring needs of organizations. This report focuses on the following areas:

1	2	3	4
Encouraging organizations to consider and identify their own internal needs before evaluating a partner, rather than merely just considering a provider.	Providing clarity to the complex landscape of talent acquisition technology.	Highlighting the differentiators of each provider across the customer journey. These differentiators are often found in the leadership, support, services, and vision of the product.	Providing analysis of the culture, customer support, and engagement of each provider. These are the differentiators that are easy to overlook on a demo or the provider's website.

This is not a ranking report, but rather a report that helps companies understand the leading providers in this market and how their differentiators may or may not match their internal needs.

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RESEARCH METHODOLOGY

The Index report is a comprehensive study that examines the current and future states of the talent acquisition system market. This study is the combination of three major research initiatives conducted by Aptitude Research Partners in 2016.

Quantitative Research: Through a 2016 research study of over 300 organizations across a wide range of industries and company sizes, Aptitude identified the key trends and challenges customers face when selecting and implementing a talent acquisition system.

Qualitative Research: Aptitude conducted a series of customer interviews from November 2014 to March 2015 to learn more about what companies look for in a talent acquisition solution and what they would like to see in a partner.

Solution Provider Analysis: Aptitude conducted 2-4 hour briefings and demos with each of the providers included in this report. During these sessions, company background, product background, and a product demonstration were all carefully considered.

Below are the criteria for inclusion in the report:

Criteria	Description
Revenue	Providers that have reached $10 million.
Customers	Providers with over 100 customers at the mid-market or enterprise level.
Product Leadership	Providers that have demonstrated product leadership through their suite of solutions or services.
Ecosystem	Providers that partner or are open to partner with the broader talent acquisition and talent management ecosystems either through open APIs or a formalized marketplace.

The following providers are included in this report (in alphabetical order): ADP, Cornerstone OnDemand, Greenhouse, IBM Kenexa BrassRing, iCIMS, Lever, Lumesse (Talent Objects), Newton Software (Paycor), Oracle, PeopleFluent, SAP, SilkRoad, SmartRecruiters, and Workday.

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TOP 10 TRENDS

1. THE NEED FOR SIMPLICITY

Recruiters have one major problem. They need an easier way to attract, recruit, and hire talent. If a technology provider is not solving that problem, they do not have a viable solution. According to Aptitude's 2016 Hire, Engage, and Retain survey, only 3% of companies are using the full functionality of their ATS systems. Companies either don't know the functionality is there or they don't understand how to use it. Again, many of these solutions are too complicated. If you want to give recruiters and candidates what they need, technology providers need to make it simple.

2. INTERVIEW SCHEDULING IS A "MUST-HAVE"

It sounds basic that a solution for applicant workflow should be able to manage interview scheduling, but not all providers do this. In many cases, they face challenges integrating with outlook or other calendars, creating a more difficult candidate experience. Interview scheduling and self-scheduling during the recruitment process is becoming a clear differentiator for providers.

3. DO NOT LEAVE THE PLATFORM

Recruiters should not have to leave their ATS to perform core aspects of talent acquisition. Scheduling interviews, viewing documents such as a resume, or sending an email to a candidate should all be done in the platform. Siloed solutions should be approached with caution.

4. RECRUITMENT MARKETING IS A CRITICAL INVESTMENT

Often referred to as the "pre-applicant platform," this solution manages outbound sourcing, inbound recruitment marketing, and employer branding. It integrates with any ATS. A Recruitment Marketing Platform includes capabilities that maintain the employer brand, foster candidate relationships, and enhance messaging and communication efforts. The most critical capabilities in these systems include: Career Site, SEO, Employee Referrals, and Talent Communities. Basically, it improves the front-end of your recruiting process and tackles most of what the ATS could never do. Aptitude's 2016 Hire, Engage, and Retain survey found that 70% of companies are planning to invest in a Recruitment Marketing Platform in 2016.

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TOP 10 TRENDS

5. NOT ENOUGH CANDIDATE FEEDBACK

Although solutions soliciting feedback have improved by leaps and bounds from just a few years ago, companies still fall short when providing candidates with feedback. Most providers make this capability optional and do very little to encourage their customers to communicate or engage with candidates – regardless of the news they are delivering.

6. REPORTING MUST BE SIMPLE

The use of statistical algorithms and machine learning can help organizations prepare for the future. And yes, predictive analytics can help transform a talent acquisition department into a more strategic function. But the reality is that most recruiters still struggle with basic reporting. When talent acquisition providers overcomplicate analytics, recruiters will shy away. Providers should focus on displaying information that will help recruiters do their job and make better decisions (i.e., data around conversion rates and pipeline analytics) before they are ready for more advanced reporting.

CASE STUDY: CUMMINGS CORPORATION

Scott Weaver, Director of Talent Acquisition and Development at Cummings Corporation, found that leveraging a talent acquisition platform allowed him to create time to fill reports that could be easily sorted by hiring mangers:

> *"With the reporting capabilities, I was able to create a time-to-fill report and sort by hiring manager. For example, I can see when Hiring Manager A has a 27 day time-to-fill average and when Hiring Manager B has a 43 day average.*
>
> *Our average time-to-fill company-wide is 37 days. With this information, I can go back to Hiring Manager B and say 'Here are the facts. Let's figure out what we can do to shorten this.'"*

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TOP 10 TRENDS

7. SERVICES INTEGRATED INTO THE TECHNOLOGY DEAL

Services are now becoming embedded in many technology deals. Customers have specific expectations about what they will get from their providers and, in order to keep customer satisfaction high, services need to be included. Services could include implementation training, certifications, Recruitment Process Outsourcing (RPO), or ongoing support.

8. MORE COLLABORATION BETWEEN RECRUITERS AND MANAGERS

Many of these solution providers focus on the shaky relationship between recruiters and hiring managers and offering more opportunities for collaboration between recruiters and hiring managers through feedback and notes as well as messaging in the platform.

9. HIGH-VOLUME IS STILL A DIFFERENTIATOR

Not all providers can support high-volume customers. Industries such as retail and hospitality often have a specific set of requirements they must look for in a provider. The reality is that very few providers are structured to support these clients.

10. THE MARKETPLACE IS CONFUSING

While the concept of a marketplace in Human Capital Management (HCM) makes sense, the reality is that not all marketplaces bring value. Many providers that have announced a “marketplace” are offering nothing more than a list of partners and an open API. One way for companies to distinguish between a marketplace and market hype is to look for a positive customer experience, some level of certifications, and insights or recommendations.

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THE TALENT ACQUISITION LANDSCAPE

The Talent Acquisition Technology Landscape has become crowded, complex, and overwhelming. With thousands of providers in the market and new categories that seem to emerge every month, it is difficult to understand what role the ATS plays in the broader landscape. Not long ago, companies relied solely on a handful of solutions to manage recruitment.

Today, the choices seem endless. As a result, many companies are making uneducated or impulsive decisions that could prove to be costly and damaging to their overall talent acquisition. This confusion is leading to dissatisfaction, as organizations struggle to create a smooth candidate process using disparate solutions. In fact, two out of five companies are either dissatisfied or indifferent to their current technology.

Companies need to start evaluating their talent acquisition system. The first step is to realize that talent acquisition is its own suite of solutions and deserves its own technology stack. Several years ago, the biggest trend in HCM was the integrated talent management suite, or a way for organizations to build consistency throughout all of their talent processes. Although this integrated model has provided tremendous value to the overall business, many recruitment functions and candidates have lost their way. By focusing solely on broader talent management, these technologies have failed to address the growing complexities of talent acquisition and the importance of a positive candidate experience.

Many companies are beginning to take a step back, reexamining their recruitment processes and employing the same rigor around the integrated talent acquisition model as they did around the integrated talent management model. They are finding that the talent acquisition system manages the core of a recruitment strategy, but not all of it. This section of the report will help provide clarity around where the talent acquisition system fits into the broader landscape of recruitment technology.

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At the most basic level, talent acquisition is categorized in three main processes: Attract, Recruit, and Onboard (see Figure 1). These areas are the trifecta of any successful talent acquisition function. Organizations need them all to execute a strategic vision, improve efficiencies, identify quality talent, and provide a consistent candidate experience.

Figure 1: Talent Acquisition Trifecta

Attract: Attract, engage, and communicate with future candidates through a variety of channels.

Recruit: Identify, screen, and select the best fit for your organization.

Onboard: Hire, transition, and onboard candidates into new hires.

When combined, these categories represent a holistic approach to strategic talent acquisition that needs support from the right technology stack.

The Aptitude Research Partners talent acquisition technology landscape model includes three major systems that align with this trifecta as well as an ecosystem of solutions to enhance the value of integrated talent acquisition (see Figure 2).

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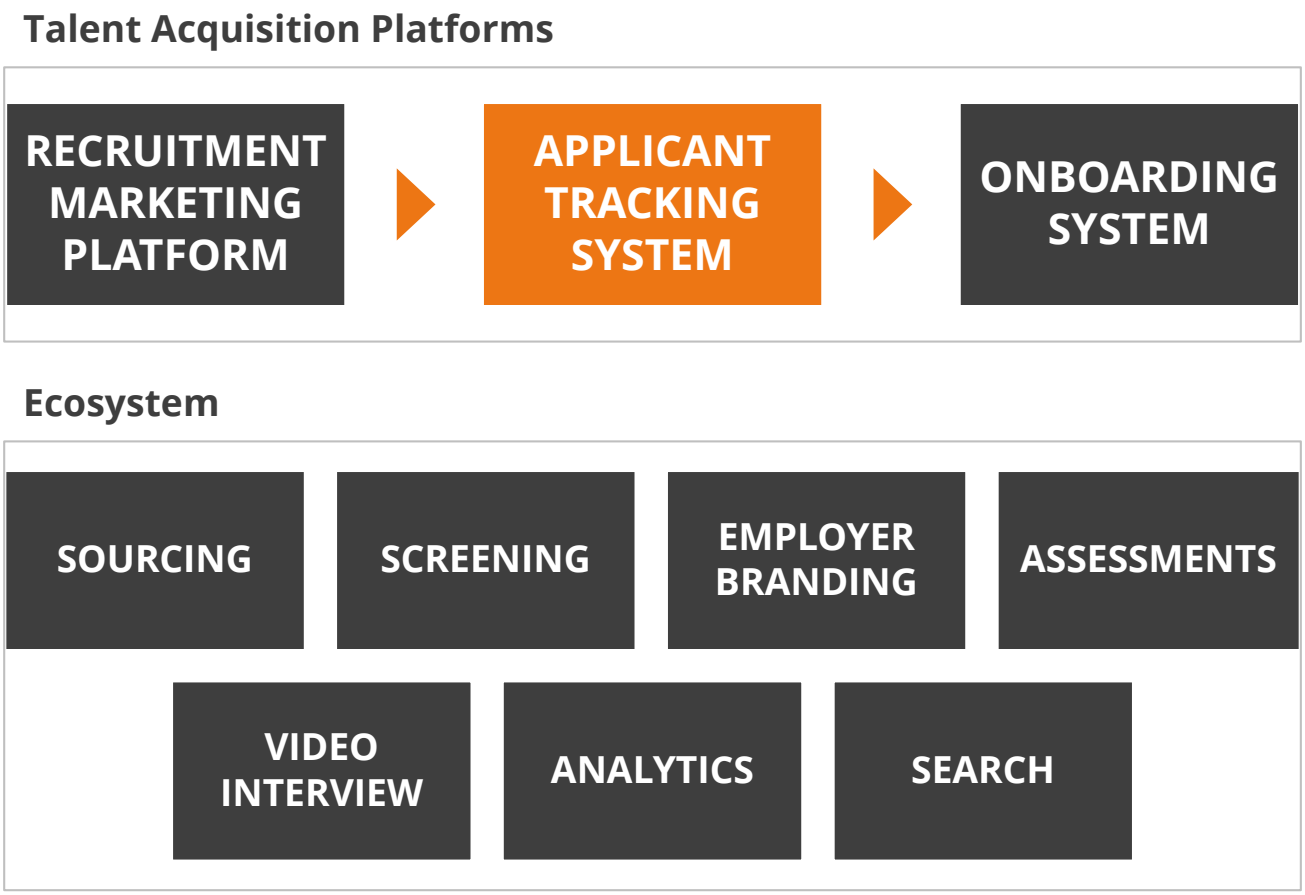
Figure 2: Talent Acquisition Landscape



The three main systems include: Recruitment Marketing Platform, ATS, and Onboarding System.

- **Recruitment Marketing Platform:** Often referred to as the "pre-applicant platform," this solution manages outbound sourcing, inbound recruitment marketing, and employer branding. It integrates with any ATS. A recruitment marketing platform includes capabilities that maintain the employer brand, foster candidate relationships, and enhance messaging and communication efforts. The most critical capabilities in these systems include: Career Site, SEO, Employee Referrals, and Talent Communities (see Figure 3). Basically, it improves the front-end of your recruiting process and tackles most of what the ATS could never do. Aptitude's 2016 Hire, Engage, and Retain survey found that 70% of companies are planning to invest in a Recruitment Marketing Platform in 2016.

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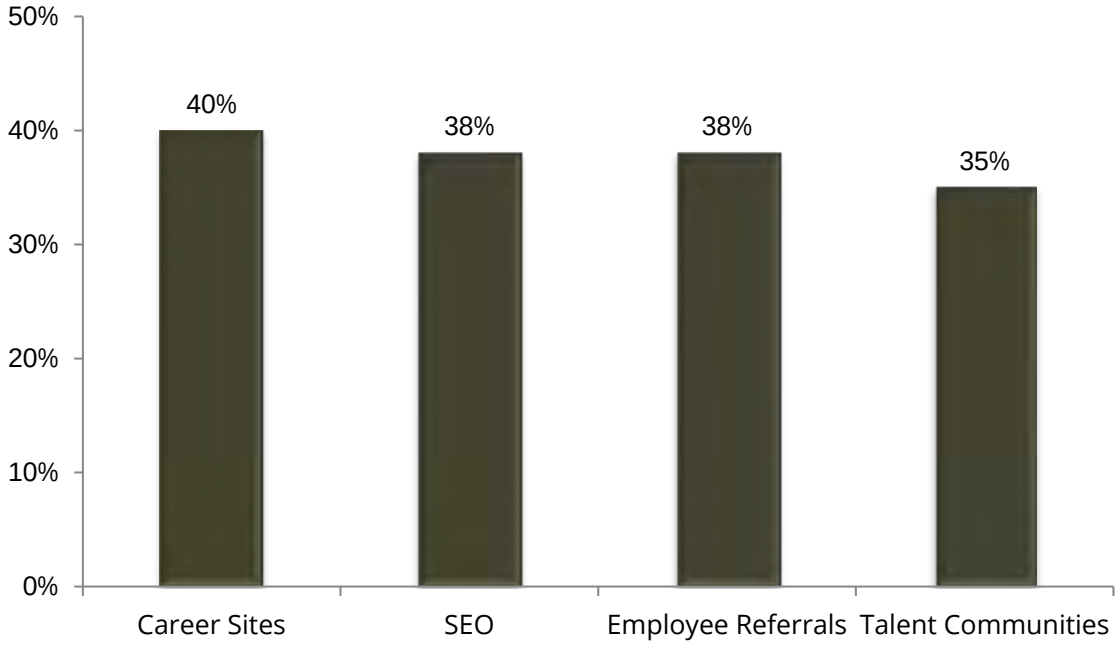
Figure 3: Critical Recruitment Marketing Platform Capabilities



- **ATS:** With nearly 70% of companies investing in an ATS, this market is the most mature in talent acquisition. An ATS encompasses the entire pre-hire lifecycle including candidate acquisition, requisition management, job postings, search capabilities, interview management, communications, and reporting. These systems foster a positive candidate experience though company career site branding, online employee referral programs, candidate self-service applications, pre-screening questions, assessments, global configuration, social and mobile capabilities, integration, contact management, compliance, and in many cases, support for high-volume recruiting.

- **Onboarding System:** An onboarding system includes forms management, tasks management, and a new hire portal. Forms Management collects, tracks, and manages new hire tax, benefit, and organizational forms. Tasks Management ensures that all onboarding activities are completed and automated. A New Hire Portal engages new hires into the company culture. The onboarding system sets the new hire up for long-term success by providing information on learning and development programs, succession plans, and performance goals.

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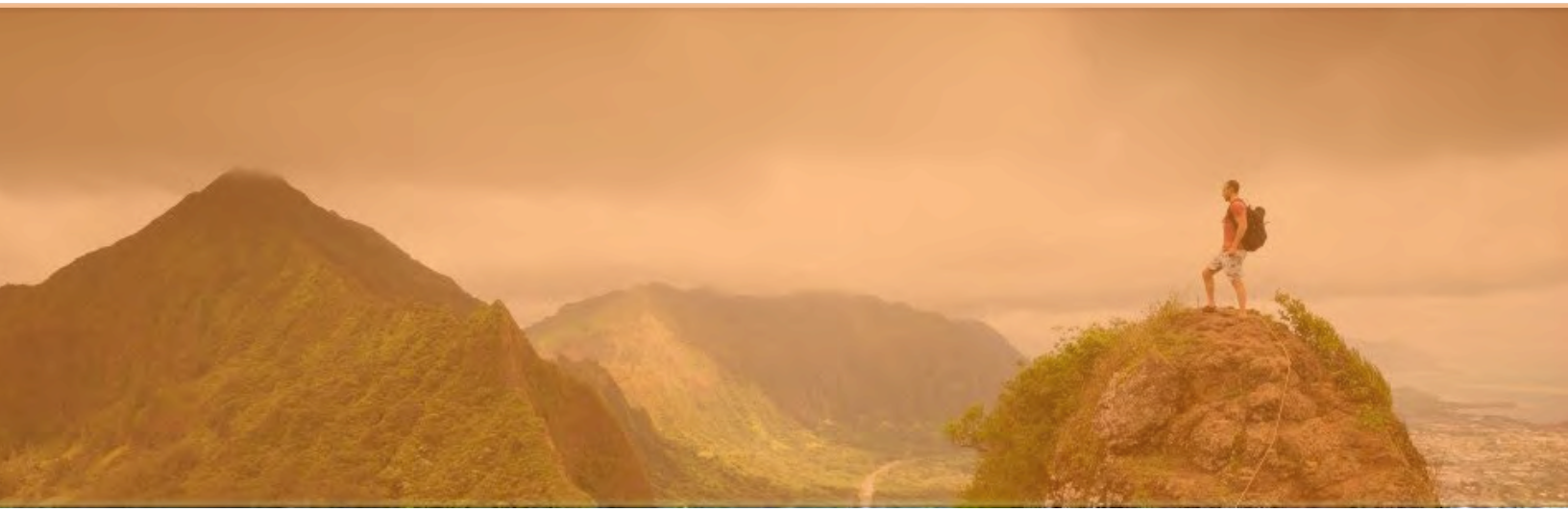
The ecosystem includes a wide range of solutions that should be able to integrate with all three platforms. Many companies have existing relationships with third-party providers; having a platform that will integrate with those solutions should be a major factor in decision-making. The ecosystem includes some of the following categories:

- **Assessment –** Tools that provide a science for identifying the right fit;
- **Background Screening –** Tools to check drug use, employment verification, education verification, and criminal background;
- **CRM –** Manage all the relationships and marketing for sourcing active and passive candidates;
- **Digital Interviewing –** Tools to support interview scheduling, video interviewing, and branding;
- **Forms Management –** A solution that automates new hire forms;
- **Job Distribution –** Manage all job posting activities, integrations, and analytics;
- **Job Matching –** Takes job seekers' qualifications and matches them with employers' requirements;
- **Job Search Engine –** Search millions of job listings across the web;
- **Online Reference Check Solutions –** Solutions that automate the reference check process and provide a talent pool of passive candidates;
- **Referral Network –** Automate the employee referral process;
- **Resume Sourcing –** Identify resumes online from job boards, ATS, and social networking sites;
- **Search Technology – S**earch for candidate using keyword or semantic search;
- **Social Media –** Leverage the power of social media to create branding and source jobs;
- **Talent Communities –** Create ongoing relationships with a community of talent.

The appendix of this report contains a list of providers within the talent acquisition ecosystem. While not a complete list of every provider or category, it illustrates the broad network of solutions delivering the modern recruitment experience.



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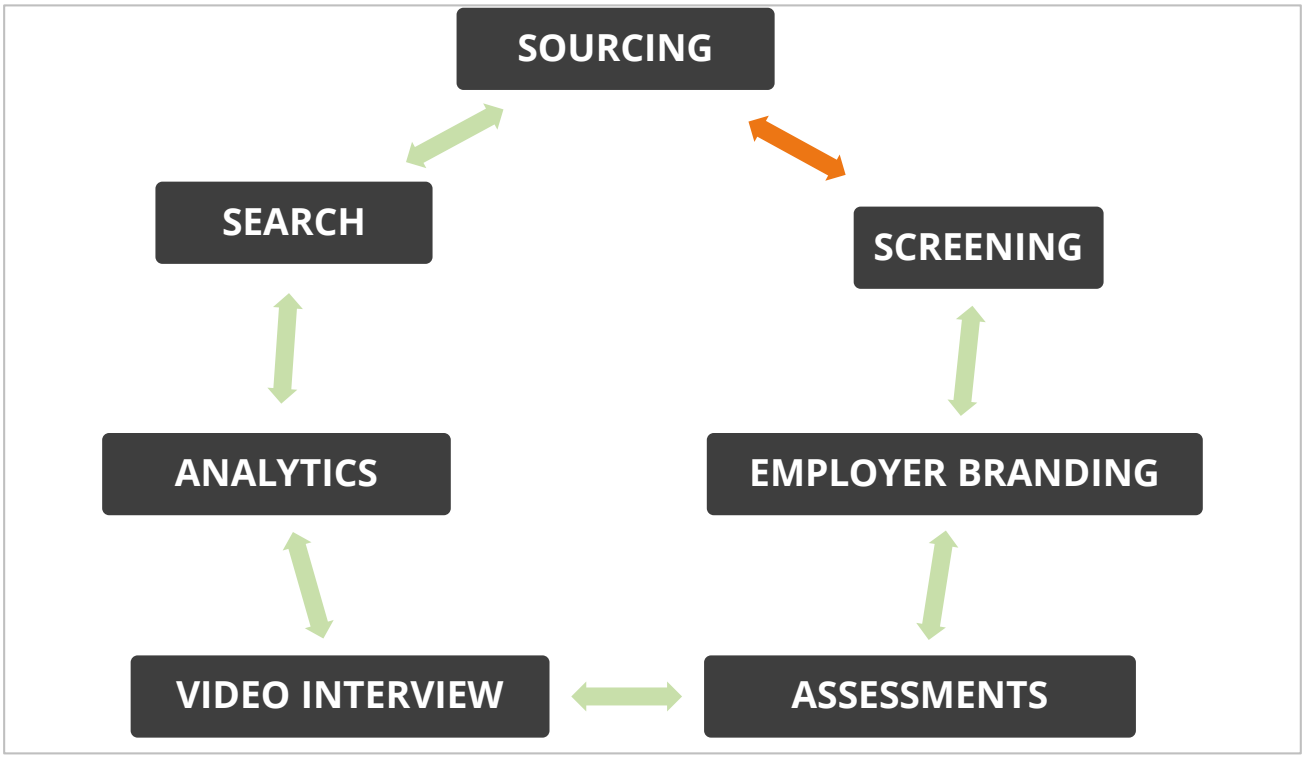
CASE STUDY: CDW

CDW is one example of a company that has restructured its talent acquisition function to follow this model. It recognized that in order to fully optimize all three systems, it would need to make sure it had the right processes and strategies in place.

> *'Technology will not fix broken processes,' says Rick Rosario, Senior Talent Acquisition Manager. 'CDW invested in a recruitment marketing platform, ATS, and onboarding system (through their HRIS provider) once we had a strategy in place.' See Figure 4.*

Figure 4: CDW Talent Acquisition Model



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The providers included in this report have at a minimum an ATS but may also offer a recruitment marketing platform and/or an onboarding system. Several of the providers also include third-party solutions that are integrated with their ATS, such as assessments or sourcing solutions.

PROVIDERS OFFERING THE COMPLETE TALENT ACQUISITION TRIFECTA

ADP

iCIMS Hire Expectations™

IBM Kenexa BrassRing on Cloud

Lumesse

SmartRecruiters

Jobvite

PeopleFluent

*Jobvite declined to participate in this report. Their inclusion is based on publicly available information.

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BUYER PERSONAS: UNDERSTANDING YOUR INTERNAL NEEDS FIRST

As talent acquisition becomes more complex, so does the role of the recruiter and the talent acquisition function.

Recruiters must wear multiple hats in order to be successful. No longer focused solely on relationship-building or administrative tasks, the modern recruiting function requires a new set of skills and competencies that often seem contradictory. Data analysis and relationship-building is one example. Talent acquisition professionals have to be able to build long-term relationships with candidates, interpret data, sell and market their employer brand, and consider a more flexible workforce – which are all responsibilities that did not exist a decade ago.

While this presents new opportunities for talent acquisition departments to align with business goals, it makes the process of selecting the right technology feel overwhelming. With new responsibilities and so many new products in the market, it is easy for talent acquisition professionals to lose sight of their own internal needs when evaluating solutions. Instead, many companies think they need to have it all. When evaluating providers, companies tend to rely on word of mouth (nearly 80% of companies) instead of looking at their own requirements. This type of mentality creates serious barriers to creating a long, meaningful relationship with a solution provider. Aptitude Research Partners has made a conscious decision not to include any type of ranking or rating in this report. There is no "best" solution in talent acquisition. Instead, there are a handful of leading providers that may or may not meet the unique hiring needs of different organizations. Understanding these unique needs and key requirements is a critical exercise in evaluating and selecting the right technology partner.

INTERNAL NEEDS ANALYSIS

What It Is: Internal Needs Analysis is an exploration of an organization's strengths and weaknesses focusing on internal factors.

Why It Is Important: Companies need to understand what requirements they have before they can begin to know what technology providers they need.

How to Do It: SWOT analysis, interviews with key stakeholders, assessment of existing technology solutions, budget planning, long-term vision and alignment with corporate objectives, readiness assessment.

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Understanding the different personas is one way organizations can begin to provide clarity around their needs and what solutions might be the right fit. Many solution providers try to develop buyer personas to identify, nurture, and engage buyers in a way that builds a long-term relationship. Furthermore, these solution providers develop buyer personas to understand the behaviors, motivators, challenges, and preferences of buyers. It would be helpful if companies looking to invest in these systems could understand what these personas are and what providers can support them along the customer journey.

Below are several Buyer Personas that Aptitude has created based on proprietary research and an analysis of what providers are best suited to support their needs.

THE TRADITIONALIST	THE INTEGRATOR	THE SIMPLICIST	THE INNOVATOR
Organizations that are looking for a familiar solution that can do what an ATS has traditionally managed – the applicant workflow. These companies are not necessarily looking for deep functionality or a next generation talent acquisition platform.	Organizations that are looking for a solution that offers a complete talent management suite or ERP solution. They want a solution that can pull in performance data or succession plans into the hiring process through an integrated platform.	Organizations that are looking for a solution that understands the pain points of recruiters and candidates and makes the task of finding talent and finding a job a simple one. These companies prioritize ease of use and a positive user experience.	Organizations that are looking for a next generation talent acquisition platform. These companies are willing to take risks and try new strategies and technology options to engage with candidates in a new way.
Oracle **SAP** **SilkRoad**	**ADP** **Cornerstone OnDemand** **IBM Kenexa** **BrassRing** **PeopleFluent** **Oracle** **SAP** **Workday**	**Cornerstone OnDemand** **iCIMS** **Lumesse** **Newton Software** **SmartRecruiters**	**ADP** **Greenhouse** **iCIMS** **Lever** **Lumesse** **SmartRecruiters** **Workday**

“There is no ‘best’ solution in talent acquisition. Instead, there are a handful of leading providers that may or may not meet the unique hiring needs of different organizations.”

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In addition to understanding the buyer's persona, another way organizations can narrow their list of providers is by looking at target market. Below is the list of providers based on what markets they target.

SMB (> 100 employees)	Mid-Market (101-2,499 employees)	Enterprise (Over 2,500 employees)	Global Enterprise (support over 10 languages and 3+ global offices)
Lever Newton Software	Greenhouse iCIMS Jobvite Lever Newton Software SilkRoad SmartRecruiters	ADP Cornerstone OnDemand IBM Kenexa BrassRing iCIMS Lumesse Oracle PeopleFluent SAP SmartRecruiters Workday	ADP Cornerstone OnDemand IBM Kenexa BrassRing Oracle PeopleFluent SAP SmartRecruiters Workday

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A GUIDE TO USING THIS REPORT

This report includes 12 profiles compiled through Aptitude's research of each provider, our extensive experience covering this market, and external research through sites such as G2Crowd and Glassdoor.

Each profile is divided into four main sections:

1. Company Background
2. Product Background
3. Product Capabilities
4. Key Differentiators.

Below is a guide to help you navigate through each profile and understand the information we believe is important when considering a talent acquisition partner.

COMPANY BACKGROUND

What it Includes: The information included in the company background examines the history of the company, the leadership, the employees, and the customers.

- **History** outlines the year founded, heritage of the provider (what solutions they started offering first), offices, revenue, mergers & acquisitions, growth rate, and any rewards or recognition;
- **Leadership** examines the background of the CEO, the percentage of women on the leadership team, and retention of the leadership team. It also looks at the CEO's Glassdoor rating;
- **Employees** highlights the number of employees and percentage focused on research and product development, sales, and customer support;
- **Customers** examines the number of customers and target market. It also looks at G2Crowd scores, a customer rating site.

Why It Is Important: The company background helps customers and prospects get an understanding of the provider, the culture, priorities, and financial viability. Currently, only 43% of companies view their provider as a true partner. Similar to any relationship, companies must understand who the provider is and what their passions and culture say about them in order to form a true partnership.

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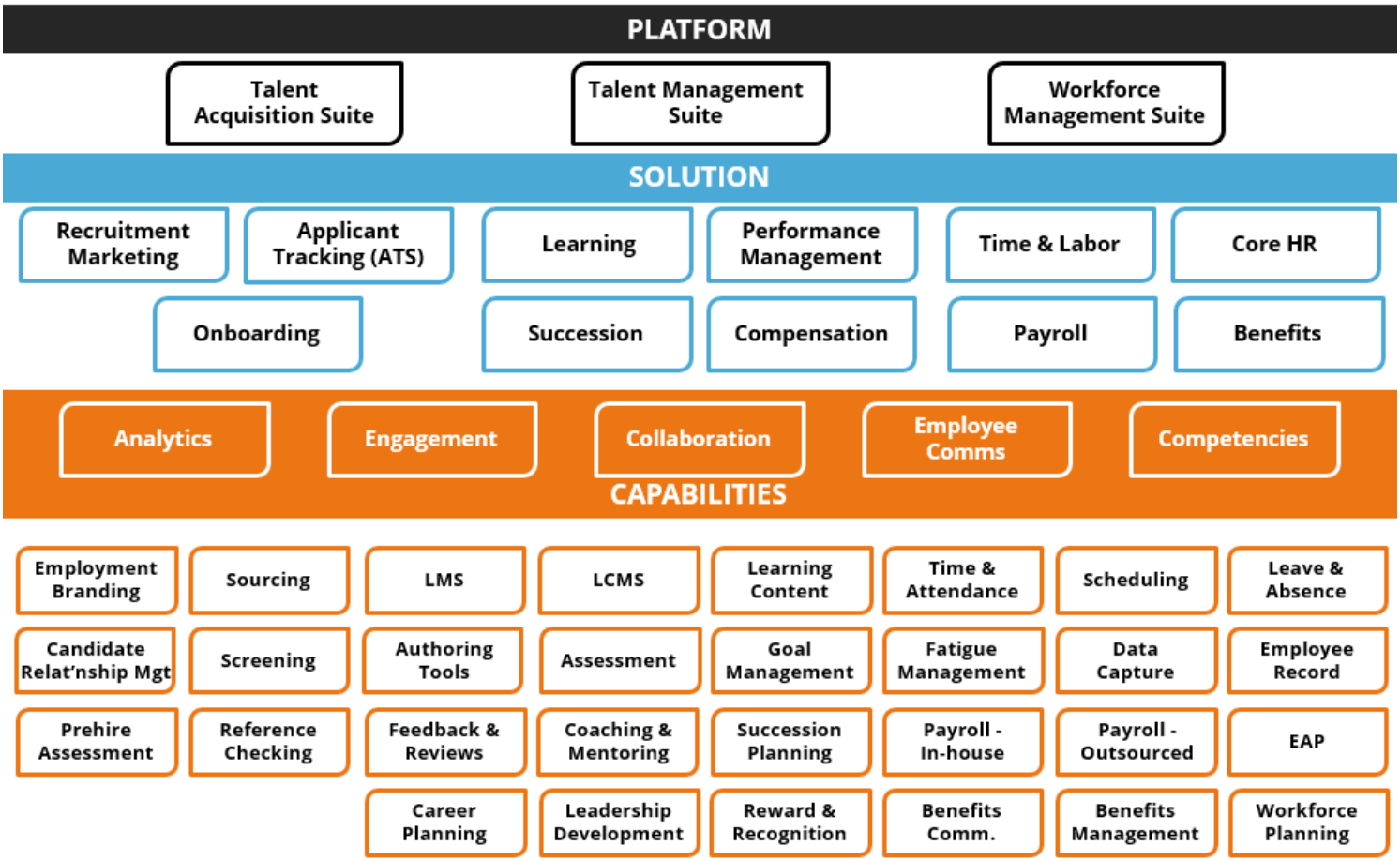
PRODUCT BACKGROUND

What It Includes: The information included in the product background examines what products the provider offers, delivery model (SaaS or On Premise), release schedule (how many times a year there is a new release), data centers, languages, and any services provided. Figure 5 reveals the solution providers that offer a talent acquisition suite, talent management suite, or ERP.

Why It Is Important: Companies should understand what products and product suite are offered by their providers. Most providers go to market with either a talent acquisition suite, talent management suite, or ERP. Yet, it is not always clear what is included or what they are offering. This section provides clarity around the product suite (see Figure 5). Each profile includes a highlighted landscape of what is included by the provider. According to Aptitude Research Partners, 33% of companies are leveraging an ERP, 36% are leveraging a talent acquisition suite, and 13% a talent management suite for talent acquisition capabilities.

Figure 5: HCM Landscape



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Once companies conduct their internal needs analysis, they will be able to see what products, delivery model, and services can meet their needs. Services are now becoming ingrained in most technology deals and may include ongoing training, implementation support, complimentary webinars and training, and change management.

PRODUCT CAPABILITIES

What It Includes: This section looks at what product capabilities enhance ***the experience of candidates, hiring managers, and recruiters***. Overall, the experience is improved when the solution provides enough collaboration, the ability to do everything on the platform, and simplicity. The following is a list of product capabilities Aptitude examined in demonstrations and briefings.

Recruiter Experience:

- **Requisition Management:** configurable tabs and fields that are based on user groups;
- **Job Advertisement:** third-party advertising and insight on advertising expenses so recruiters can make the best decisions;
- **Pre-Screening Questions:** the ability to search a library or have clients use their own personal library to include questions during multiple phases of the recruitment process;
- **Candidate Approval:** can reject candidates or advance them and categorize them; can look at approval by list or chart; can look at status by source, by applicant date, or by distance;
- **Dashboards:** all configurable showing a range of recruitment metrics in a simple format;
- **Candidate Communication:** options for templates so that recruiters can easily notify candidates and hiring managers of status.

Hiring Manager Experience:

- **Collaboration:** options for easy collaboration with recruiters and hiring teams throughout the process;
- **Mobile-Responsiveness:** the ability to easily approve requisitions, candidates, and offers on a mobile device;
- **Interview Scheduling:** easily schedule interviews without leaving the system.

Candidate Experience:

- **Career Page:** link to social channels and be able to connect with someone at the company;
- **Feedback:** feedback on status throughout the process;
- **Apply:** can use social profiles, mobile, and can view status.

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CASE STUDY: TOPS MARKETS – FOCUS ON TECHNOLOGY

Tops Markets has become more cognizant of the impact of technology on talent acquisition. It has learned that the processes and technology it had in place may have been negatively impacting talent pools. As a result, it has embraced the idea of making its process simple, streamlined, and mobile friendly.

Its biggest priority in 2016 is updating its technology to modernize the application process and provide a more streamlined and user-friendly applicant experience. It hopes these actions will increase its viable candidate pools and minimize the amount of drop off and incomplete applications. It will also make processes mobile friendly and optimized, as well as giving field HR staff much better search capabilities and the ability to better tap into existing talent pools.

Why it's important: According to Aptitude's research, 83% of companies plan to continue to improve the experience of candidates, employees, and managers. But the reality is that most companies are not clear about where to start. They understand they should empower individuals but do not have the right strategies and tools in place. Today's human capital experience economy requires technology to be focused on this experience and improving the success of talent acquisition efforts.

> *"Today's human capital experience economy requires technology to be focused on this experience and improving the success of talent acquisition efforts."*

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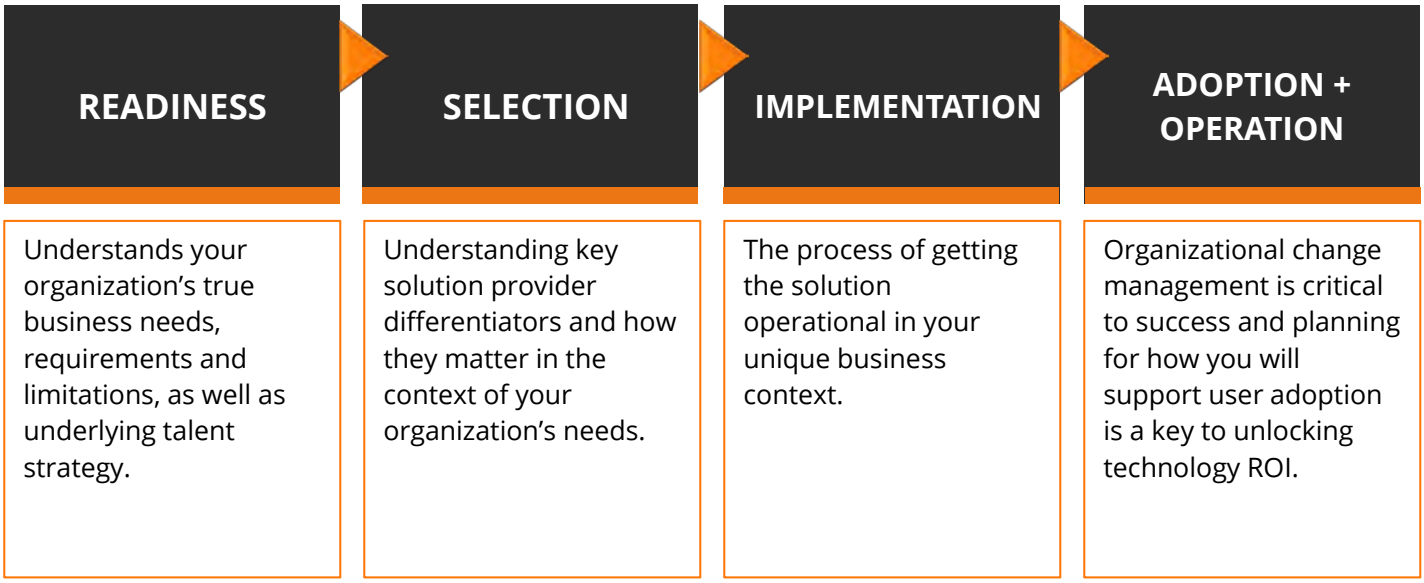
KEY DIFFERENTIATORS

What It Includes: This section examines the key differentiators across the entire customer journey from organizational readiness, to selection, implementation, and ongoing support.

Figure 6: Differentiators across the Customer Journey



Too often, analysis of a technology market focuses on product capabilities and ignores all the other factors that comprise a strong relationship between provider and customer. As a result, only 39% of companies would recommend their provider. Companies must understand differentiators across the entire customer journey from first conversation to ongoing support. In a highly commoditized market, finding what sets one provider apart from another is not always easy.

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BUYER'S JOURNEY: A CLOSER LOOK

Organizational Readiness:

During this phase, solution providers often offer a variety of support materials to help educate customers on the market and identifying their own requirements.

Some of the differentiators that provide a stronger customer experience include:

- Research Institutes with educational information and both in-house and third-party research;
- Webinars to help educate prospects on key trends and best practices;
- Customer conferences where prospects are invited to connect with other customers and learn more.

Selection:

This phase typically involves the identification of use cases, RFP/RFI collection, customer references, on-site demonstrations, short-listing, and negotiation.

Some of the differentiators for selection include:

- Strong customer support and services;
- Customer acquisition and retention rates;
- Mobile-responsive design;
- Strong partnerships and integration with the larger ecosystem;
- Level of innovation and product enhancements.

Mobile-Responsive Design	Marketplace	High-Volume
ADP **Cornerstone OnDemand** **Greenhouse** **IBM Kenexa BrassRing** **iCIMS** **Lever** **Lumesse** **Newton Software** **PeopleFluent** **SmartRecruiters** **Workday**	**ADP** **Cornerstone OnDemand** **iCIMS** **Newton Software** **SmartRecruiters**	**ADP** **Cornerstone OnDemand** **IBM Kenexa BrassRing** **iCIMS** **PeopleFluent** **SmartRecruiters**

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Implementation

Most companies are not prepared for implementation – regardless of how many times they may have purchased a solution. Implementation can require additional resources, time and money. And, too often, companies do not take the time to understand their own requirements before implementing a system. Many solution providers are notorious for misleading customers with unrealistic timeframes or resources that may cost extra or are not available. According to Aptitude, there is a strong correlation between companies that are dissatisfied with their provider and implementations that have gone awry. Only 27% of companies believe the solutions were delivered at or under budget and only 18% would recommend the provider.

27%

of companies believe solutions were delivered at or under budget and only 18% would recommend the provider.

Several ways that solution providers differentiate themselves across implementation include:

- Implementation resources included in the cost;
- Implementation support team to help meet expectations and set goals;
- Educational materials to support companies.

Adoption

Only 43% of companies view their provider as a partner once a solution has been implemented. Companies need to look at not only how their provider will partner with them during implementation but also how they will make that relationship stick after year 1, year 2, and ongoing.

Below are a few of the ways providers differentiate themselves for adoption:

- Change management resources;
- Customer advisory boards and councils;
- Customer feedback sessions and "Idea Labs" where customers are free to voice concerns and connect with each other;
- High customer retention rates.

Each of these profiles highlights differentiators across the customer journey and looks for things that may not be obvious on a website or in a demo.

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Madeline Laurano
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VENDOR PROFILE: ADP

ADP's vision for recruitment is to help organizations improve efficiency, candidate satisfaction, and employer branding. Its Recruitment Management solution launched in September 2013 and now has over 650 customers. It can be offered as a stand-alone solution, fully integrated with wider Vantage HCM suite, or as part of a Recruitment Process Outsourcing (RPO) solution leveraging ADP's recruiting experts. Customers have access to ADP's Marketplace and ADP's DataCloud.

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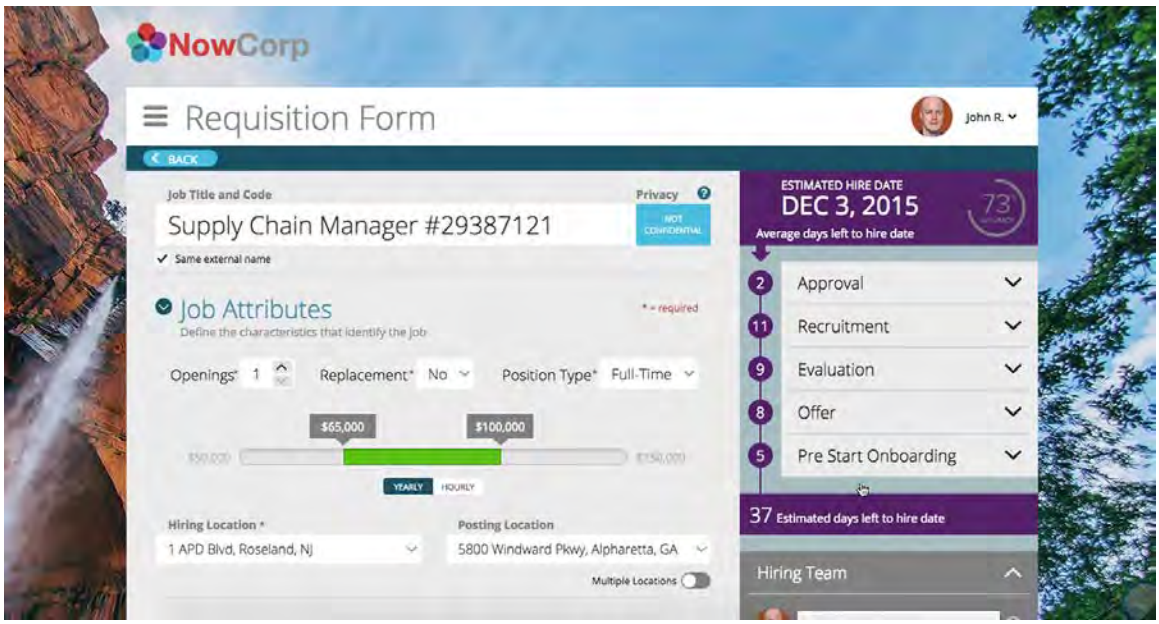

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COMPANY HISTORY

HISTORY

Year Founded: 1949
Private or Public: Public
Heritage: Payroll
Offices: Roseland, NJ (HQ); Over 100 offices around the world
Revenue: $10.66 billion
Growth Rate: 8%
Mergers & Acquisitions: The Right Thing (2011); Virtual Edge (2006)

LEADERSHIP

CEO: Carlos Rodriquez
Glassdoor: 86% approval rating of CEO
The Executive Team: Average tenure is 15-20 years and 15% of the executive team is female.

CUSTOMERS

- **Number of Customers:** 650
- **Target Market:** Mid-Market, Enterprise
- **Target Vertical:** All
- **G2Crowd review:** 4.1/5

EMPLOYEES

- **Number of Employees:** 55,000
- **% Employees in R&D:** N/A
- **% Employees in Sales/Marketing:** N/A
- **Glassdoor rating:** 3.5/5

AWARDS

- Leader in Forrester's Talent Acquisition Wave report
- Leader in Forrester's SaaS HRMS Wave report
- 100 Best Companies for Working Mothers
- Gartner Magic Quadrant Leader (payroll)

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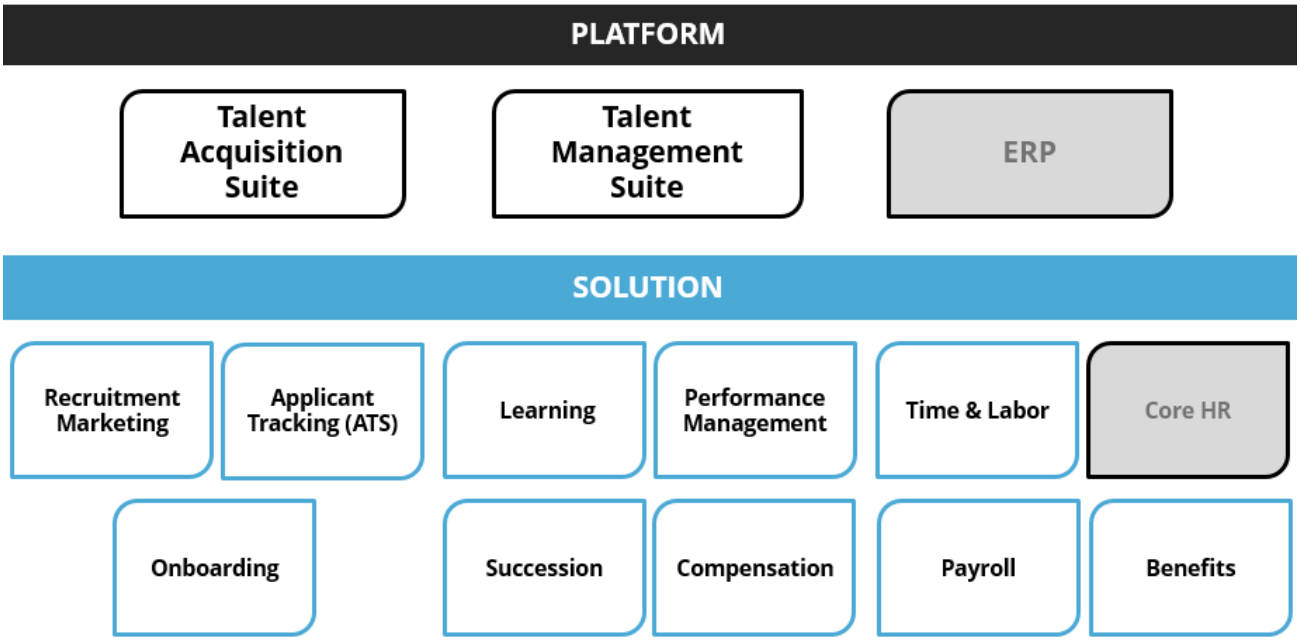
PRODUCT INFORMATION

SOLUTION PROFILE



PRODUCTS	Recruitment Marketing; ATS; Onboarding; Background Screening; Talent Management Suite; Payroll
DELIVERY MODEL	SaaS
RELEASE SCHEDULE	N/A
DATA CENTERS	N/A
DEVELOPMENT TECHNOLOGY	N/A
LANGUAGES	Candidate UX is available in 18 languages
SERVICES	Recruitment Process Outsourcing; AIRS Recruiter Training; Implementation Services; Change Management Services; Client Support Services
PARTNERS	100+ in the marketplace and over 500 in the pipeline

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USER EXPERIENCE

RECRUITER: Recruiters are given the data and insight they need to make the right decisions around talent. Dashboards and heat maps show recruiters where candidates are coming in to the system. Recruiters can perform all basic tasks without leaving the platform and have access to advanced analytics including predictive time to fill. ADP is working with SHRM and ISO to define quality of hire and set standards on metrics in the industry. These standards will give recruiters the data they need to share with managers and business leaders.

HIRING MANAGER: The hiring manager experience is truly exceptional compared to many other solutions in the market. It feels more like a next generation consumer-like platform but it is still backed by the compliance and expertise and insight. Not only is it simple and relevant but it allows managers to easily communicate with recruiters and provides individuals with easy tools to create jobs, approve requisitions, and approve offers. The job catalogue is one example of a simple tool that hiring managers can use to easily create a requisition.

CANDIDATE: The candidate experience is fully mobile responsive and device agnostic. The talent community engages candidates and provides them information about the company and specific jobs. The candidate portal auto-recognizes individuals and they can also sign-in from other sites such as Facebook. Candidates are also seamlessly transitioned to the onboarding stage without having to create a new profile or provide duplicate information.

ROADMAP

Forthcoming Features:

- **User Experience**
  - Candidate
  - New hire
  - Hiring manager
  - Recruiter
- **Openness and Integration**
- **Analytics and Insights**
- **Global Capabilities**

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KEY DIFFERENTIATORS

INNOVATION

The ADP of 2016 can be characterized as innovative and forward-thinking. ADP brings the combination of compliance and innovation to its recruitment solutions. Compliance and expertise includes a deep history in supporting complex, global organizations as well as smaller companies. While innovation can be found in the latest product enhancements and the speed that ADP is now going to market with for many of its initiatives. The marketplace which includes over 100 apps, predictive analytics, and its advanced user experience design are a few examples. ADP's Innovation Lab, located in Chelsea, NY, is a testament to this provider's commitment to staying cutting edge.

SERVICES

Unlike many of the next generation talent acquisition systems, ADP has the resources to support companies through the customer journey – before, during, and after implementation. Additionally, its Recruitment Process Outsourcing (RPO) services help companies handle many of the administrative and strategic initiatives that cannot be supported through in-house resources or through technology.

INSIGHT

ADP helps clients drive more insight through the ADP DataCloud. The ADP DataCloud is powered by reporting, benchmarking, data exchange, and analytics. It provides talent acquisition clients with predictive time to hire, empowers hiring managers to make better decisions throughout the hiring process and streamlines collaboration with recruiters.

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KEY DECISION FACTORS

ACROSS THE CUSTOMER JOURNEY

READINESS	SELECTION	IMPLEMENTATION	ADOPTION + OPERATION
Helping recruiters think more like consumers Providing a series of free webinars and fireside chat Q&A session to educate talent acquisition professionals	Self-scheduling for interviews Greater collaboration and feedback for hiring managers and recruiters Candidates do not need to create a profile to apply Social referral links One-click email sync and login with Google Apps	Resources and consultants to ensure the implementation is tailored to the client and they are delivering quality service	Recruitment Process Outsourcing services Marketplace to help understand the ecosystem of recruitment solutions

THE BOTTOM LINE

KEY CHARACTERISTICS

Mobile Responsive Design

Comprehensive Onboarding

Partner Marketplace

BEST SUITED FOR

Enterprise: Over 2500 employees

Global Enterprise: support over 10 languages and 3+ global offices

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VENDOR PROFILE: Cornerstone OnDemand

Cornerstone OnDemand (CSOD) helps companies recruit, manage, and retain talent. It enables global enterprise solutions as well as government agencies, hospitals, non-profits, and schools to more effectively manage the entire employee lifecycle. Its software and services are used by over 25 million people in 191 countries and in 42 languages.

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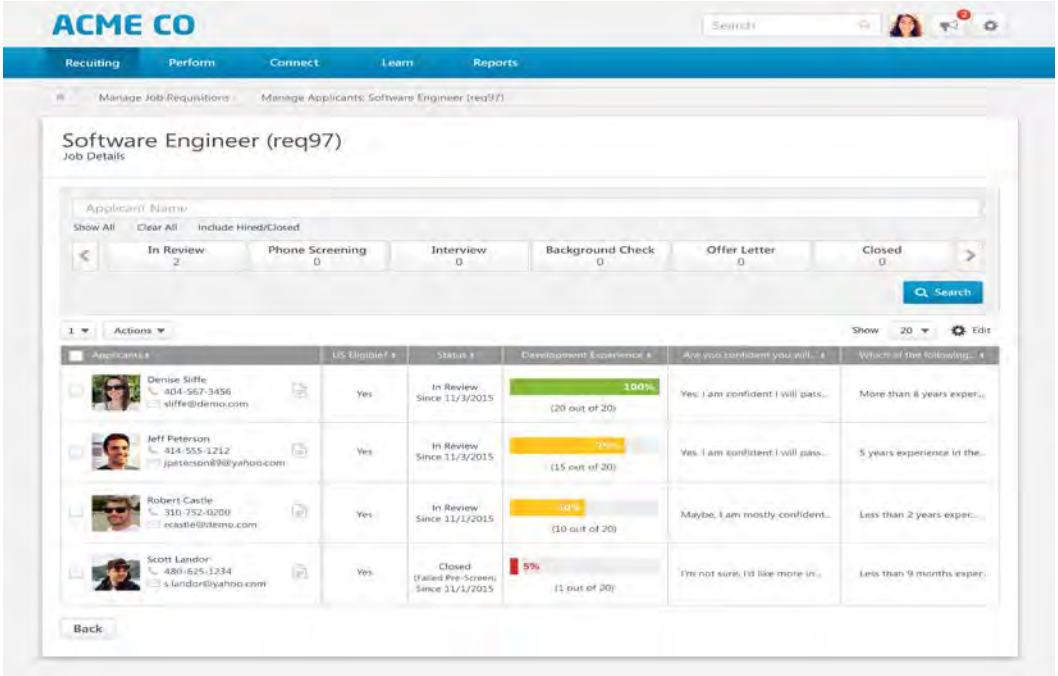

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COMPANY HISTORY

HISTORY

Year Founded: 1999
Private or Public: Public
Heritage: Talent Management
Offices: Santa Monica (CA) with over 20 offices around the world
Revenue: $340 million
Growth Rate: 58%
Mergers & Acquisitions: Sonar6 (2009); Evolv (2014)

LEADERSHIP

CEO: Adam Miller
Glassdoor: 91% approval rating of CEO
The Executive Team: Average tenure is 5 years and 27% of the executive team is female.

CUSTOMERS

- **Number of Customers:** 2,600
- **Target Market:** Mid-Market, Enterprise
- **Target Vertical:** All
- **G2Crowd review:** 4.0/5

EMPLOYEES

- **Number of Employees:** 1,700
- **% Employees in R&D:** Over 30%
- **% Employees in Sales/Marketing:** N/A
- **Glassdoor rating:** 4.1/5

AWARDS

- Leader in Forrester's Talent Acquisition Wave report
- Best Companies Award
- Gartner Magic Quadrant Leader

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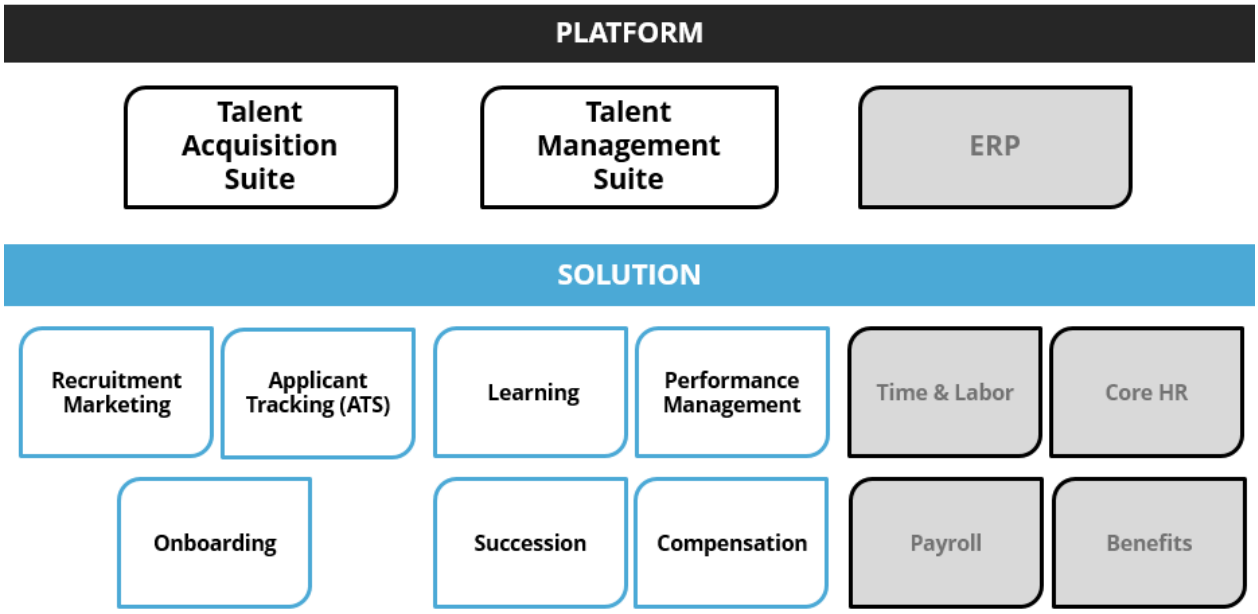
PRODUCT INFORMATION

SOLUTION PROFILE



PRODUCTS	**Unified Talent Management; ATS; Selection; Performance; Learning; Succession; Core HR; Compensation; Onboarding**
DELIVERY MODEL	**SaaS**
RELEASE SCHEDULE	**Quarterly**
DATA CENTERS	**Los Angeles, CA; London, UK**
DEVELOPMENT TECHNOLOGY	**Backend: SQL Server** **Business Layer: C#** **Front-end: .NET 4.5, CSS, Ajax, JQuery**
LANGUAGES	**42 languages**
SERVICES	**Client Services, Content Services, Implementation Services, Technology Consulting, Business Consulting, Educational Consulting**
PARTNERS	**100+**

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USER EXPERIENCE

RECRUITER: Cornerstone is one of the most configurable solutions included in this report. Recruiters can configure by job information, location, and even organizational units. Recruiters can easily connect with candidates and measure their efforts with social, video, and analytics embedded in the product.

HIRING MANAGER: The hiring manager experience allows individuals to easily communicate with recruiters and provides individuals with easy tools to create jobs, approve requisitions, and approve offers. Hiring managers are also able to easily move the candidate profile into a new hire and employee profile.

CANDIDATE: The candidate experience is fully mobile responsive and device agnostic. Candidates can apply through LinkedIn and have the ability to see their status through the process. Candidates are also seamlessly transitioned to the onboarding stage without having to create a new profile or provide duplicate information.

ROADMAP

Forthcoming Features:

- **Application Workflow Enhancements**
  - Focus on Company branding with redesigned applicant experience
  - Allow candidates to Apply as Guest with optional profile creation
- **Recruiting Integrations via Cornerstone Edge**
  - Apply with SEEK
  - LinkedIn Cross-system Awareness
  - LinkedIn Referral integrations
  - eQuest Job Posting Distribution
  - Aon Hewitt Assessments
- **Continued focus on big data and analytics**
  - Talent score – incorporate big data and analytics to 'score' ideal talent
  - Resume match
  - Auto Progression / Disposition
  - Selection / Analytics
- **Additional tools for Recruiter simplification**
  - Recruiting Insights
  - Recruiter customizable dashboards and redesigned notifications

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KEY DIFFERENTIATORS

GLOBAL EXPERTISE

Most talent acquisition providers cannot support global enterprise customers. CSOD is an exception. With over 30% of its customers coming from global companies, presence in 191 countries, and support for 42 languages, CSOD is one of the truly international talent acquisition systems on the market. It has made a large investment in understanding the complexity of local markets and establishing direct sales efforts in both Europe and Asia.

INTEGRATION

Cornerstone's recruitment solutions are fully integrated with other talent management modules such as onboarding, performance management, and succession planning. It provides companies using other talent management solutions with a unified data model and user experience. A candidate profile created during recruitment transitions to onboarding once a candidate accepts an offer. Recruiters have access to performance data and succession planning information.

SELECTION

Cornerstone's Selection solution allows companies to uncover candidates who are the right fit at the point of the application. Using Realistic Job Previews, Job Simulations, and Assessments, Cornerstone Selection makes it easier to exclude ill-equipped applicants. Selection utilizes scoring and machine learning to help companies make science based decisions, improving quality of hire. This solution is particularly powerful for high-volume industries and for companies needing highly skilled workers.

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KEY DECISION FACTORS

ACROSS THE CUSTOMER JOURNEY

READINESS	SELECTION	IMPLEMENTATION	ADOPTION + OPERATION
Includes both a recruitment and selection solution Offers a united talent management platform Full integration with other areas of talent management	Selection solution Social sourcing and social referral capabilities Analytics embedded in the solution Integration with talent management solutions Video capabilities	Implementation Services Technology Services Education Services	Success Team Educational Services Technology Services Change Management Services

THE BOTTOM LINE

KEY CHARACTERISTICS

Mobile Responsive Design

High-Volume Hiring

Selection Science Solution

BEST SUITED FOR

Enterprise: Over 2500 employees

Global Enterprise: support over 10 languages and 3+ global offices

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Co-Founder & Chief Research Officer
Aptitude Research Partners

VENDOR PROFILE: Greenhouse Software

Greenhouse is a next generation talent acquisition platform designed to optimize the entire recruiting process. Its goal is to help companies find better candidates, conduct more focused interviews, and make data-driven hiring decisions. It also includes an onboarding system that engages new hires.

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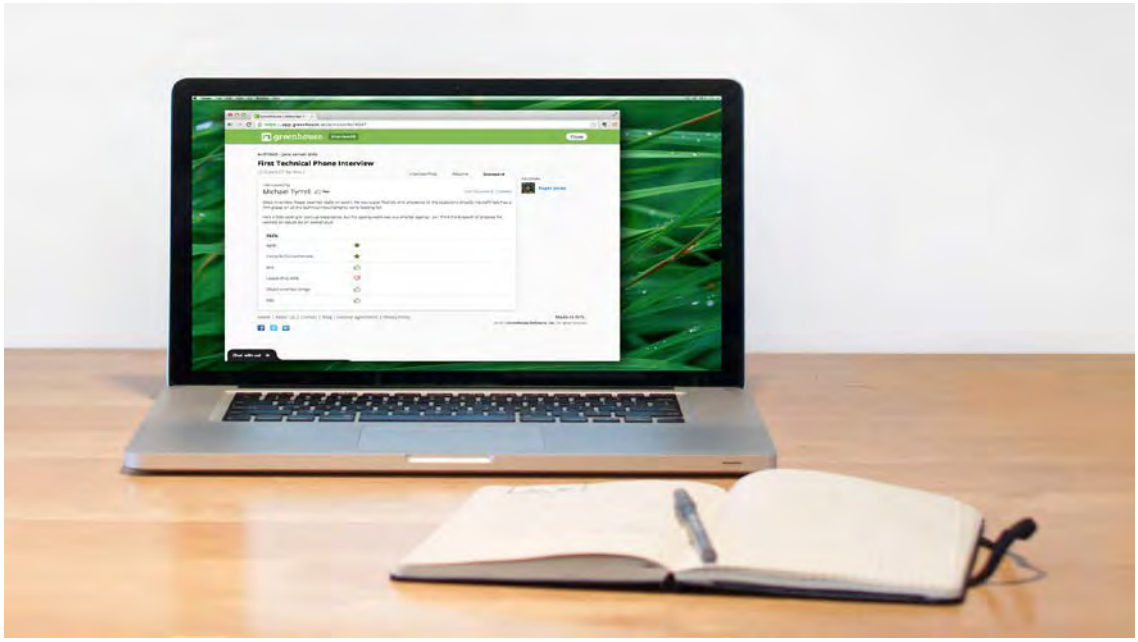

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greenhouse

APTITUDE RESEARCH PARTNERS

COMPANY HISTORY

HISTORY

Year Founded: 2012
Private or Public: Private
Heritage: Talent Acquisition
Offices: New York, NY; San Francisco, CA
Revenue: N/A
Growth Rate: 110%
Mergers & Acquisitions: Parklet (2015)

LEADERSHIP

CEO: Dan Chait
Glassdoor: 99% approval rating of CEO
The Executive Team: Average tenure is 1-2 years and 14% of the executive team is female.

CUSTOMERS

- **Number of Customers:** 2000+
- **Target Market:** Mid-Market
- **Target Vertical:** All – Heavy focus on technology, finance, media, e-retail, consulting, agencies
- **G2Crowd review:** 4.2/5

EMPLOYEES

- **Number of Employees:** 220
- **% Employees in R&D:** 30%
- **% Employees in Sales/Marketing:** 35%
- **Glassdoor rating:** 4.2/5

AWARDS

- Demo Traction Enterprise Award- Hiring
- #18 on Forbes hot startups list
- Crain's New York, Best Places to Work
- Brand Velocity Award - HRInfluencer
- Best Places to Work Bay Area

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APTITUDE RESEARCH PARTNERS

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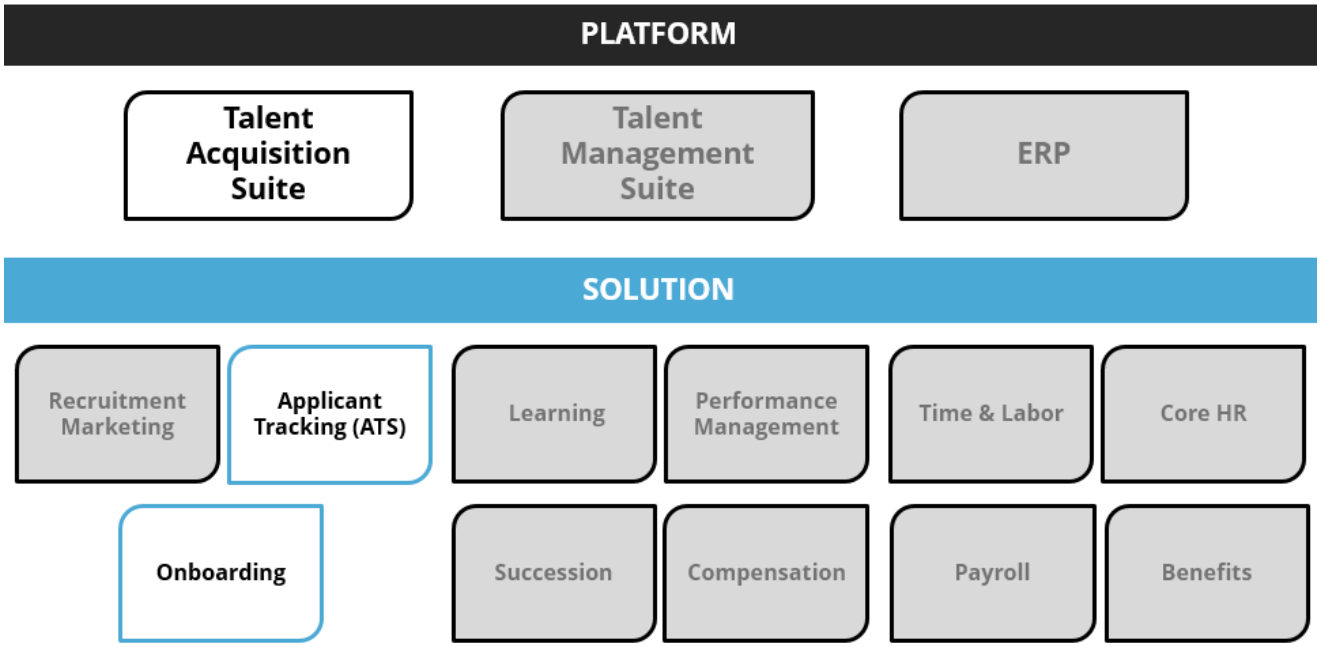
APTITUDE RESEARCH PARTNERS

PRODUCT INFORMATION

SOLUTION PROFILE



PRODUCTS	ATS; Onboarding
DELIVERY MODEL	SaaS
RELEASE SCHEDULE	Monthly
DATA CENTERS	San Francisco, CA
DEVELOPMENT TECHNOLOGY	Hosted on AWS and built on Ruby on Rails
LANGUAGES	N/A
SERVICES	Client Services, Implementation Services, Technology Consulting
PARTNERS	50+

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APTITUDE RESEARCH PARTNERS

USER EXPERIENCE

RECRUITER: Greenhouse with its scorecard functionality and its focus on best-practices is a product that guides recruiters and hiring managers to make the right decisions. It doesn't force them into the decisions but it shows them what the obvious answers are and then lets them decide. The job of a talent acquisition professional has become so complex that this level of simplicity and guidance goes a long way.

HIRING MANAGER: The hiring manager experience is simple and designed to help hiring managers make quick and easy decisions. The interview management tool is one example providing hiring managers with information on the candidate, the scorecard, and any information about what questions should be asked during the interview.

CANDIDATE: Candidates receive status updates and communication from recruiters throughout the hiring process. The system also leverages social media and other communication tools to engage with candidates.

ROADMAP

Forthcoming Features:

- Android App
- MyDashboard enables users to customize their homepage experience to see the information that's most important to them: their interviews, the jobs they're on, and the tasks they're responsible for.
- Post jobs on multiple job boards, countries, and languages, with all candidates entering into the same pipeline.

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KEY DIFFERENTIATORS

PRODUCTIZED BEST PRACTICES

Greenhouse with its scorecard functionality and its focus on best-practices is a product that guides recruiters and hiring managers to make the right decisions. It doesn't force them into the decisions but it shows them what the obvious answers are and then lets them decide. The job of a talent acquisition professional has become so complex that this level of simplicity and guidance goes a long way. Combined with its advanced analytics, recruiters get a clear picture of how to make the best decisions around their talent.

CANDIDATE SCORECARD

The scorecard summary contains every rating from every interview, and it's invaluable at the end of the process, when your hiring team gathers to decide who should get the job offer. It shows several things at a glance including the interview summary and what gaps exist.

INVERVIEW MANAGEMENT

In addition to scheduling an interview and managing candidates, Greenhouse provides Interview Kits that integrate seamlessly into the current process without any additional work. When someone schedules an interview, Greenhouse includes a link to the Interview Kit right in the calendar invite. The interviewers will find out when they're scheduled to meet with a candidate using the same calendar they've always used – but now they also have a world of information about the applicant at their fingertips including their scorecard and questions to ask. Finally, the system provides a recommendation based on the custom questions on whether this candidate would be a good fit.

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APTITUDE RESEARCH PARTNERS

KEY DECISION FACTORS

ACROSS THE CUSTOMER JOURNEY

READINESS	SELECTION	IMPLEMENTATION	ADOPTION + OPERATION
Understand the true pain points that recruiters face and a new solution Helps companies think differently about recruitment	Advanced Metrics and Analytics Advanced Interview Management Candidate Scorecard Collaboration for Recruitment Teams Social referral links Complete onboarding solution	Resources and consultants to ensure the implementation is tailored to the client and they are delivering quality service	Ecosystem to help customers understand third-party recruitment solutions

THE BOTTOM LINE

KEY CHARACTERISTICS

Mobile Responsive Design

Advanced Metrics and Analytics

Strong Interview Management

BEST SUITED FOR

Mid-Market: 101-2499 employees

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APTITUDE RESEARCH PARTNERS

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VENDOR PROFILE: IBM Kenexa BrassRing

IBM Kenexa BrassRing on Cloud

In 2011, IBM acquired Kenexa, a leading provider of recruiting and talent management solutions, to deliver a unique combination of cloud-based technology and consulting services that integrates both people and processes. The result is solutions that allow companies to engage a smarter, more effective workforce across their most critical business functions. Kenexa complements IBM's strategy of bringing data and expertise into the hands of business leaders within every functional department, from sales and marketing to product development and human resources.

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COMPANY HISTORY

HISTORY

Year Founded: 1987 (Kenexa) now part of IBM (1911)
Private or Public: Public
Heritage: Talent Acquisition
Offices: Operates in over 170 countries around the world
Revenue: $81 billion
Growth Rate: N/A
Mergers & Acquisitions: Acquired BrassRing (2006); Acquired by IBM (2011)

LEADERSHIP

CEO: Ginny Rometti
Glassdoor: 55% approval rating of CEO
The Executive Team: Less than 15% of the executive team is female.

CUSTOMERS

- **Number of Customers:** IBM Does Not Disclose
- **Target Market:** Enterprise, Global
- **Target Vertical:** All
- **G2Crowd review:** 3.5/5

EMPLOYEES

- **Number of Employees:** 38,000 (IBM)
- **% Employees in R&D:** IBM Does Not Disclose
- **% Employees in Sales/Marketing:** N/A
- **Glassdoor rating:** 3.3/5

AWARDS

- Leader in Forrester's Talent Acquisition Wave report
- Gartner Magic Quadrant Leader

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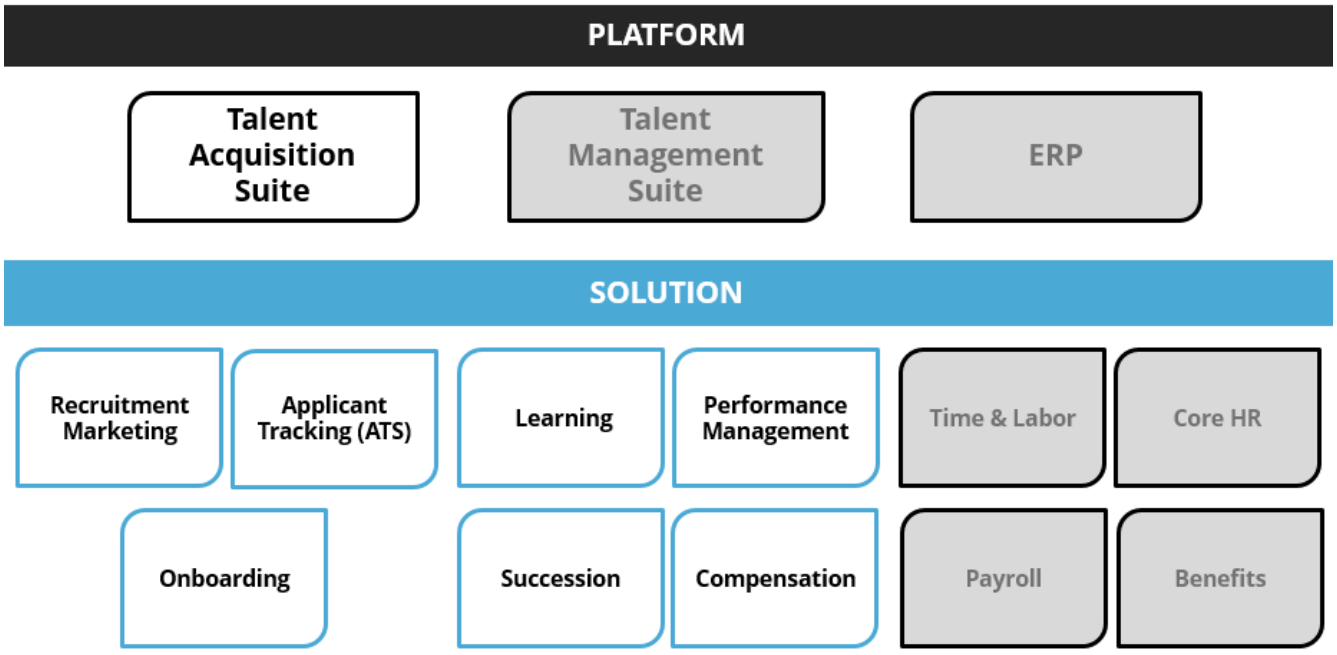
PRODUCT INFORMATION

SOLUTION PROFILE



PRODUCTS	ATS; Assessments; Analytics; Onboarding System, Performance, Learning
DELIVERY MODEL	SaaS
RELEASE SCHEDULE	N/A
DATA CENTERS	USA, EMEA, China
DEVELOPMENT TECHNOLOGY	N/A
LANGUAGES	Over 50 languages
SERVICES	Implementation services, change management services, customer support teams, data integration services, research institute, training, webinars
PARTNERS	100+

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USER EXPERIENCE

RECRUITER: The user experience has improved significantly from the former BrassRing solution. With a strong focus on sourcing, the suite gives recruiters the ability to easily nurture people throughout the candidate and employee lifecycle. The automation engine takes care of manual tasks, freeing up time to focus on strategic imperatives like building relationships and delivering exceptional experiences.

HIRING MANAGER: Now hiring managers can take care of all their critical functions via email without even having to log into the system. They can also use the mobile interface to review candidates. The system is so intuitive that more than 90 percent of hiring managers say they could use it without any training.

CANDIDATE: The candidate experience is completely mobile-responsive so candidates can search for a job, apply for a job and take the assessment, etc. all from the device. That includes onboarding, so the experience continues when the candidate becomes an employee. The suite has over a million logins per day, helping organizations in more than 40 languages.

ROADMAP

Forthcoming Features:

- **Analytics:** IBM will continue to focus on making analytics a priority and pulling in Watson analytics to help organizations predict the right fit.
- **Recruitment Marketing:** IBM will continue to improve its already robust recruitment marketing platform.
- **Integration:** IBM will expand its current partners and continue to offer open integration.

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KEY DIFFERENTIATORS

SCALABILITY

IBM Kenexa continues to be the leader in supporting global companies who have varied and unique talent acquisition needs, with over 40 languages and dialects, while complying with country-specific regulatory requirements.

HIGH-VOLUME RECRUITMENT

IBM offers a streamlined hiring process that allows companies to handle large applicant volume and empower recruiters to quickly identify quality candidates during peak hiring seasons. Its solution has a strong history of supporting companies with both hourly and high-volume needs. IBM's unique rules automation manager (RAM) helps companies use automated triggers to advance qualified candidates through all stages of the hiring process automatically and with no manual interaction.

SERVICES

IBM is well-known for its recruitment services and talent acquisition is no exception. Its strong Recruitment Process Outsourcing services are some of the strongest and most reputable in this space. It can help organizations understand their processes, tackle the administrative areas such as sourcing and screening, as well as more strategic elements of talent acquisition.

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KEY DECISION FACTORS

ACROSS THE CUSTOMER JOURNEY

READINESS	SELECTION	IMPLEMENTATION	ADOPTION + OPERATION
Free training and webinars to help prospects and customers Industry vertical expertise, e.g. IBM 's Retail Customer Advisory Group and Working Committee	Behavioral & Digital Marketing Platform powering the sourcing engine Strong Analytics Global Provider Mobile Responsive Solution Improved User Experience	Implementation team and guides Open partner ecosystem Ongoing professional services including change management	Ongoing professional services including change management Customer Advisory Board and user conference IBM's Design Thinking Methodology and Sponsor User programs Customer Advisory Board and user conference

THE BOTTOM LINE

KEY CHARACTERISTICS

Mobile Responsive Design

High-Volume Hiring

Assessments and Sciences

BEST SUITED FOR

Enterprise: Over 2500 employees

Global Enterprise: support over 10 languages and 3+ global offices

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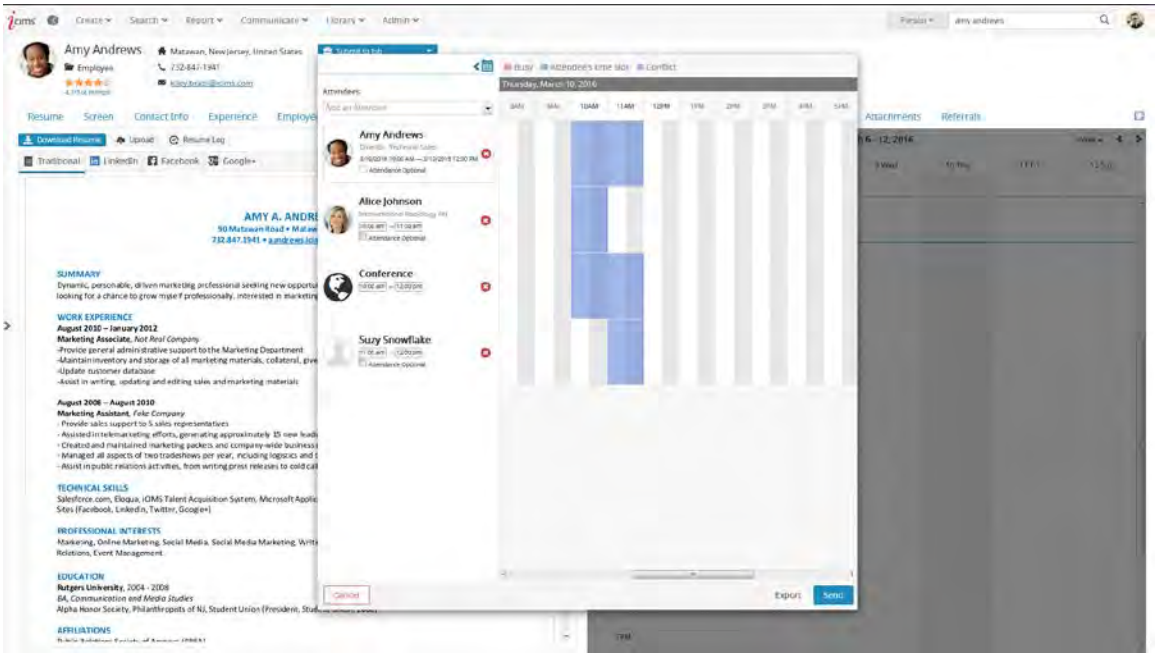
Co-Founder & Chief Research Officer
Aptitude Research Partners

VENDOR PROFILE: iCIMS

iCIMS is dedicated to all things talent acquisition. Its mission is to help win the war for talent by delivering a comprehensive, pure SaaS platform and a superior customer experience. The company is profitable and its success is based almost entirely on organic growth and sustained profitability since 2003.

July 2016



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COMPANY HISTORY

HISTORY

Year Founded: 2000
Private or Public: Private
Heritage: Talent Acquisition
Offices: Matawan, NJ; Waltham, MA; London, UK
Revenue: $100 million+
Growth Rate: 37% YoY revenue growth
Mergers & Acquisitions: Jobmagic (2012)

LEADERSHIP

CEO: Colin Day
Glassdoor: 89% approval rating of CEO
The Executive Team: Average tenure is 10 years and 20% of the executive team is female.

CUSTOMERS

- **Number of Customers:** 3,200 Contracted Customers
- **Target Market:** Mid-Market, Enterprise
- **Target Vertical:** All
- **G2Crowd review:** 4.5/5

EMPLOYEES

- **Number of Employees:** 550
- **% Employees in R&D:** 21%
- **% Employees in Marketing:** 10%
- **Glassdoor rating:** 4.3/5

AWARDS

- Inc. Magazine 500 Best Places to Work
- Glassdoor Best Places to Work
- NJ Best Places to Work
- Named “Most Consumer Friendly Company of the Year” in the Best in Biz International Awards
- Bronze Stevie Award in Computer Services and Software category
- Silver Stevie Award for Customer Service Department of the Year

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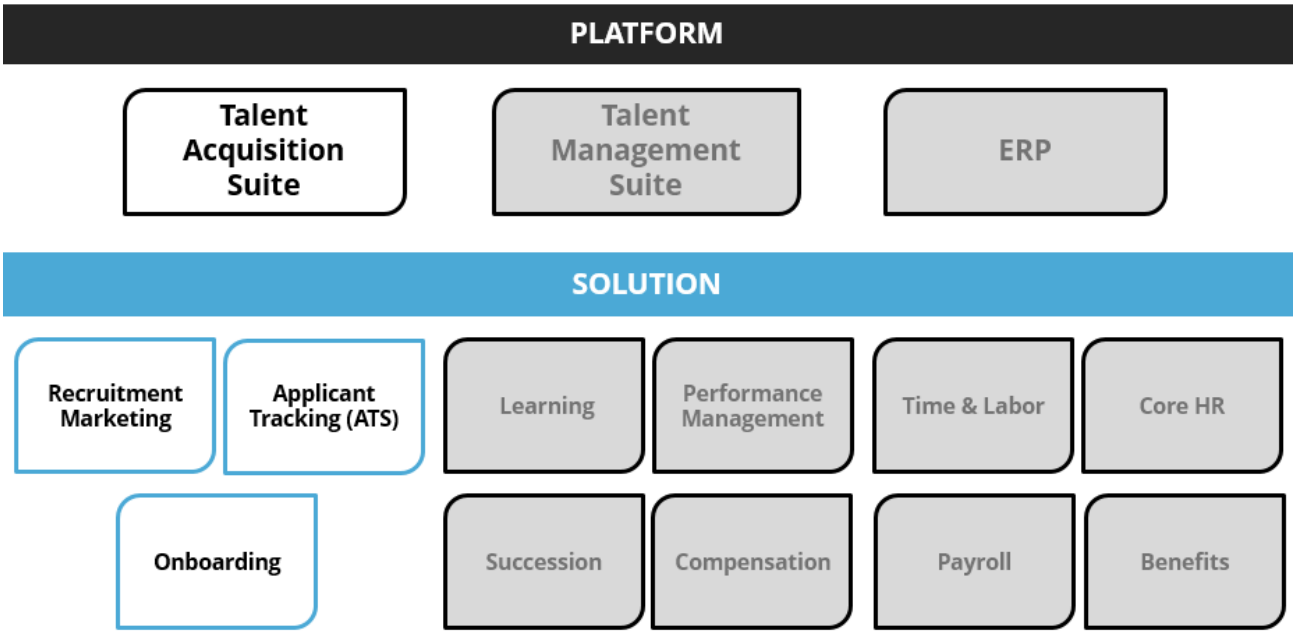
PRODUCT INFORMATION

SOLUTION PROFILE



PRODUCTS	Recruitment Marketing (Connect); ATS (Recruit); Onboarding (Onboard)
DELIVERY MODEL	SaaS
RELEASE SCHEDULE	2-3 updates a year
DATA CENTERS	Piscataway, NJ; San Jose, CA; Ashburn, VA
DEVELOPMENT TECHNOLOGY	Java and XML
LANGUAGES	Over 100 languages
SERVICES	Personalized support and consultation; iCARE team; complimentary training; customer support available 24 hours; webinars; Customer Advisory Council; connectors for integration with third-party providers
PARTNERS	200+

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USER EXPERIENCE

RECRUITER: This solution was designed with the recruiter in mind. Recruiters do not have to leave the platform to perform basic tasks such as viewing a document, scheduling an interview or communicating with candidates. A strong employee referral engine is available in the product as well. The candidate profile makes the process easy for recruiters and allows them to request videos, show different categories, and then provide relevant information. Recruiters can view candidates by status, source, distance, etc.

HIRING MANAGER: Similar to many ATS systems, the hiring manager experience is simple and intuitive. Hiring managers view, receive and track information that is relevant to their needs (e.g., approving a requisition or an offer letter, etc.).

CANDIDATE: iCIMS provides two separate portals for both internal and external candidates. The career portal provides personalized communication including options to connect candidates with someone they might know at the company through Facebook, Twitter, and LinkedIn. Applying for a job is made simple through the different calls to action including applying for the job or emailing the job to a friend or saving it for later. Candidates are able to see the status of their application at any time and the system auto-recognizes candidates as they return. iCIMS also provides information and resources to help candidates with any questions as they go through the process.

ROADMAP

Forthcoming Features:

- **iCIMS UNIFi**: UNIFi is iCIMS' Platform-as-a-Service framework, enabling partners to integrate third-party applications with the iCIMS Talent Acquisition Suite and market their products to iCIMS' customers via an online Marketplace.
- **iCIMS Marketplace:** The iCIMS Marketplace is populated by partners that seamlessly integrate with iCIMS' software including job advertising, background checking, assessments, video screening, payroll, ERPs, and other talent management technologies. iCIMS' online Marketplace makes it easy for customers to research, find and select preferred partners to integrate with their talent acquisition suite.
- **iCIMS Hiring Manager App**: Coming soon, this app is the next step in iCIMS' continuing commitment to mobile accessibility. Available for iOS users, the application supports core hiring manager actions, such as approvals and candidate review. As a result, the app helps streamline processes and decrease bottlenecks during the hiring process.

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KEY DIFFERENTIATORS

SUPERIOR CUSTOMER SUPPORT

Since its inception, iCIMS has differentiated itself with its superior customer experience. As it has grown, it has maintained a high level of customer support and satisfaction. The iCIMS' iCARE Team includes a variety of resources available to iCIMS' clients including account managers, customer opportunity and solutions consultants, implementation managers, subject matter experts and training specialists. Customer events include webinars and half-day events in several cities across the country. iCIMS has received 20+ customer awards to date.

MARKETPLACE

The iCIMS Marketplace is populated by providers that seamlessly integrate with iCIMS including job advertising, background checking, assessments, video screening, payroll, ERPs, and other talent management solutions. The iCIMS Marketplace also features information and customer reviews for many service providers and consultancies within the workforce management space. Customers who elect to integrate with iCIMS Marketplace solutions will ultimately be able to report on performance across these channels within their iCIMS Talent Platform. Companies can test out solutions in the HCM market before making a decision, analyze their effectiveness within the iCIMS Talent Platform, and then decide to use it or swap it out for another recruitment marketing vendor all through the iCIMS Marketplace.

FINANCIAL GROWTH

Notable financial highlights include surpassing $100 million in ARR, remaining debt free and profitable since 2003 and fostering year-over-year revenue growth at 35 percent with a 97 percent recurring revenue rate. Its customer base is highly diversified, represented by the fact that no customer accounts for more than two percent of annual revenue. As companies grow and expand, iCIMS can scale with them while providing the same quality of customer support that they are accustomed to receiving.

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KEY DECISION FACTORS

ACROSS THE CUSTOMER JOURNEY

READINESS	SELECTION	IMPLEMENTATION	ADOPTION + OPERATION
Provides extensive and relevant content on the talent acquisition market through the Hire Expectations Institute Engages with companies early on, before selection	Very configurable Simple and intuitive candidate profile Candidates can view their status at any time Interview scheduling without leaving the platform Supports video job descriptions Career portals for internal candidates	One-time implementation fee includes data migration, training, integration, product user groups, and different permission levels Technical support, educational events and training all included with no additional costs	Quick guides and videos right on the platform to help recruiters with updates and questions Ongoing training available Connectors that integrate with third-party providers

THE BOTTOM LINE

KEY CHARACTERISTICS

Mobile Responsive Design

Exceptional Customer Support

Partner Marketplace

BEST SUITED FOR

Mid-Market: 1,000-2,500 employees

Enterprise: Over 2,500 employees

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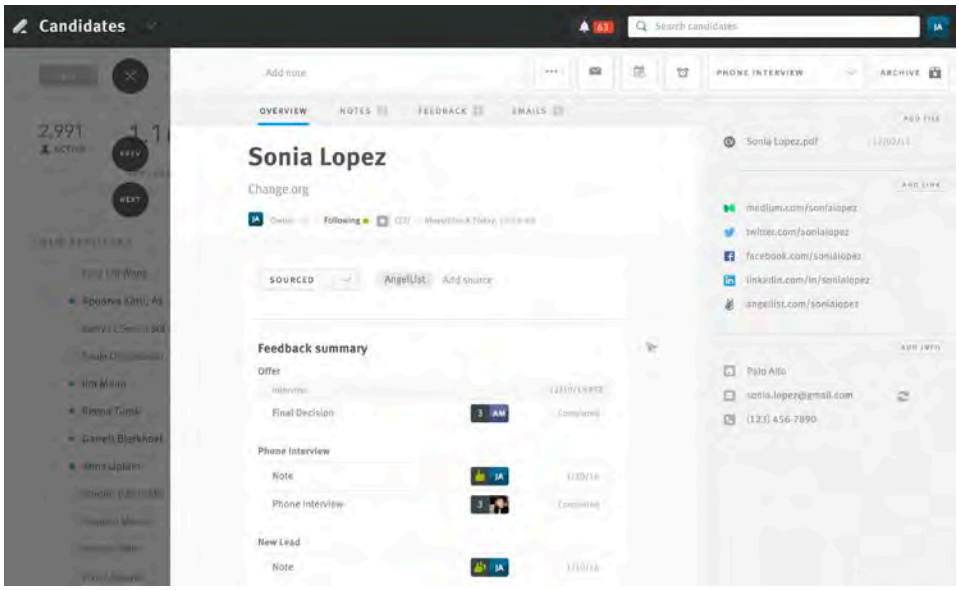
Madeline Laurano
Co-Founder & Chief Research Officer
Aptitude Research Partners

VENDOR PROFILE: Lever

Lever was founded to tackle one of the most strategic challenge that companies face: how to grow their teams. It injects collaboration and transparency into its software and reimagines how organizations can think about growth, with talent and teamwork at the center. After three years, Lever now supports teams at companies such as Lyft, Quora, Netflix, Yelp, and more.

July 2016



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LEVER

APTITUDE RESEARCH PARTNERS

COMPANY HISTORY

HISTORY

Year Founded: 2012
Private or Public: Private
Heritage: Talent Acquisition
Offices: San Francisco, CA
Revenue: > $5 million
Growth Rate: N/A
Mergers & Acquisitions: N/A

LEADERSHIP

CEO: Sarah Nahm
Glassdoor: 100% approval rating of CEO
The Executive Team: 43% of the executive team is female. Executives include a mixture of leaders at Fortune 50 companies, entrepreneurs, and industry experts.

CUSTOMERS

- **Number of Customers:** >1000
- **Target Market:** SMB, Mid-Market
- **Target Vertical:** All – Heavy focus on Technology
- **G2Crowd review:** 4.6/5

EMPLOYEES

- **Number of Employees:** 80
- **% Employees in R&D:** 35%
- **% Employees in Sales/Marketing:** 45%
- **Glassdoor rating:** 5/5

AWARDS

- Featured in Bersin by Deloitte's report on "HR Technologies for 2016: 10 Big Disruptions on the Horizon"
- Named to CIO Review's "Top 20 Most Promising HR Technology Solution Providers of 2015"
- Named to Recruiter.com's list of "Top 10 Hiring Software Solutions for Small Business and Startups", 2016
- Recognized in Entrepreneur's list of "The 25 Best Small Company Cultures of 2015"
- Named one of BusinessInsider's "25 Hottest San Francisco Startups to Watch in 2016"

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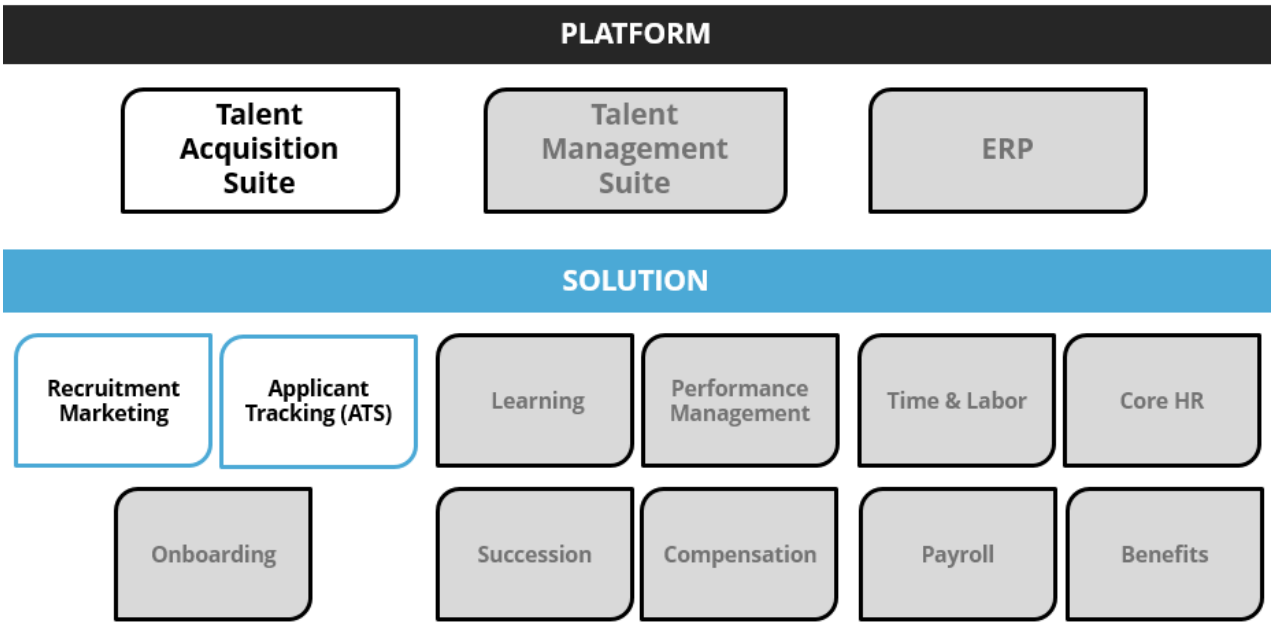
APTITUDE RESEARCH PARTNERS

LEVER

APTITUDE RESEARCH PARTNERS

PRODUCT INFORMATION

SOLUTION PROFILE



PRODUCTS	ATS; CRM
DELIVERY MODEL	SaaS
RELEASE SCHEDULE	Major releases 2/quarter; Minor releases weekly
DATA CENTERS	All Lever computing and storage is provided by Amazon Web Services. AWS is a secure infrastructure vendor, compliant with SOC 2/3
DEVELOPMENT TECHNOLOGY	DerbyJS, a collaborative and real-time open source JavaScript framework invented by Lever co-founder Nate Smith
LANGUAGES	UI is in English only, but the product supports all Unicode languages, meaning it can parse resumes, support text, and power search for all Unicode languages
SERVICES	Free training, implementation support and webinars
PARTNERS	50+

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APTITUDE RESEARCH PARTNERS

USER EXPERIENCE

RECRUITER: While many next generation Talent Acquisition System providers are laser-focused on the candidate experience, Lever has made significant improvements to the recruiter's experience. Recruiters have a simple mechanism to communicate with hiring managers and hiring teams at any stage in the process since notes and feedback forms are embedded throughout the solution. Scheduling an interview includes full integration with Outlook and Gmail accounts and self-scheduling functionality is included. Lever's solution helps talent acquisition professionals to think less like recruiters and more like consumers.

HIRING MANAGER: In addition to the recruiter experience, Lever has invested heavily in the hiring manager experience. This solution makes it easy for hiring managers to include notes, communicate with recruiting teams, collaborate, and manage all candidates. It allows hiring managers to give quick feedback with @mentions and provides one click email syncs.

CANDIDATE: Lever is a candidate-centric solution rather than a traditional requisition-based solution. Candidates do not have to go through the hassle of creating a profile to apply for a job and the system will auto-recognize them when they return. Candidates are also engaged throughout their journey including receiving updates, social referrals, and information about the interview process.

ROADMAP

Forthcoming Features:

- In May 2016, the company unveiled Lever Nurture, a tool to significantly increase the efficiency of proactive candidate sourcing through the use of automated workflows and stage changes, along with tools to personalize the messaging. Lever Nurture will be available for purchase as an add-on tool by late summer.
- Evolve Chrome sourcing extension to power referrals and proactive sourcing.
- Enhance next generation reporting.
- Upgrade mobile web experience.

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KEY DIFFERENTIATORS

COLLABORATION

Lever takes a refreshingly modern view of the Applicant Tracking System. For a company so new to the recruitment space, it seems to understand the nuances of what recruiters and hiring managers need better than many of the traditional providers. Feedback and collaboration is at the core of this solution – making it easy and necessary for recruiters and hiring managers to share information on candidates, include feedback and followups. One example is their approach to rejecting candidates. Lever understands that "reject" is not always the best option and provides the context and communication around why someone was either rejected or did not move forward in the system. The shaky relationship of hiring managers and recruiters has hindered many talent acquisition departments. Lever provides companies a way to bridge the gap and make collaboration easy.

COMPREHENSIVE REPORTING

Lever's reporting capabilities track the metrics that recruiters need to make better decisions throughout the entire candidate journey, such as conversion rates. Lever's reporting is very different from what recruiters would have access to in a traditional ATS and also includes CRM metrics. Reports are all customizable and can be exported easily. Through this reporting, recruiters and hiring managers can drive action through analysis of aggregate activity and decisions.

COMBINATION OF CRM AND ATS

Over the past decade, most companies have been asking their ATS providers to include a CRM solution or CRM functionality. While many providers have taken steps to offer a CRM module as an option in their product portfolio, Lever includes its CRM and ATS as a single solution. Lever is a candidate-centric product providing a consistent candidate experience and enabling organizations to build relationships with candidates as a critical part of its vision. Lever Nurture extends this vision while unifying all activity within a single platform.

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LEVER

APTITUDE RESEARCH PARTNERS

KEY DECISION FACTORS

ACROSS THE CUSTOMER JOURNEY

READINESS	SELECTION	IMPLEMENTATION	ADOPTION + OPERATION
Lever looks at the customer to understand what their needs are but also helps recruiters think more like consumers	Comprehensive CRM Self-scheduling for interviews Greater collaboration and feedback for hiring managers and recruiters to collaborate	Resources and consultants to ensure the implementation is tailored to the client and they are delivering quality service	Research and Development is a big part of Lever's commitment to the customer: the provider holds polish parties every month where the product teams figure out where to improve the user experience based on customer feedback and changes in the market

THE BOTTOM LINE

KEY CHARACTERISTICS

Mobile Responsive Design

Strong CRM Solution

Exceptional UI

BEST SUITED FOR

SMB: Less than 100 employees

Mid-Market: 101-2499 employees

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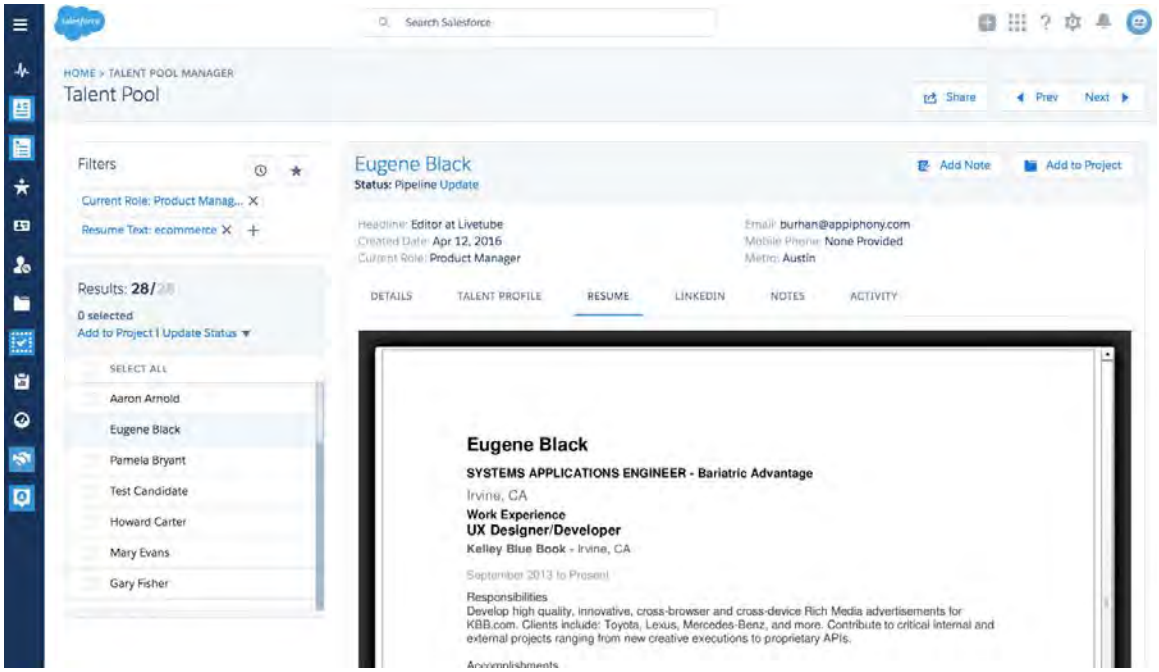
APTITUDE RESEARCH PARTNERS

Madeline Laurano
Co-Founder & Chief Research Officer
Aptitude Research Partners

VENDOR PROFILE: Lumesse (TalentObjects)

Built on the Salesforce App Cloud, TalentObjects is an end-to-end recruitment system for attracting, engaging, hiring, and onboarding top talent. With a common and consumer-like user interface and single data repository, TalentObjects has an analytics foundation to enable insight-driven hiring.

July 2016



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COMPANY HISTORY

HISTORY

Year Founded: 2000
Private or Public: Private
Heritage: Talent Management
Offices: Luton, UK; Dusseldorf, Germany; Austin, Texas; Hong Kong
Revenue: N/A
Growth Rate: N/A
Mergers & Acquisitions: Acquired MrTed, EasyCruit and iGrasp; Acquired by HG Capital in 2009

LEADERSHIP

CEO: Didier Bench
Glassdoor: 63% approval rating of former CEO (Thomas Volk)
The Executive Team: The majority of the executive team has joined the organization in the past two years and none of the executive team is female.

CUSTOMERS

- **Number of Customers**: 2400 customers for Lumesse total and 2 customers for TalentObjects
- **Target Market**: Enterprise
- **Target Vertical:** All
- **G2Crowd review**: 2.5/5

EMPLOYEES

- **Number of Employees:** 530
- **% Employees in R&D:** 65%
- **% Employees in Sales/Marketing:** 20%
- **Glassdoor rating:** 2.1/5

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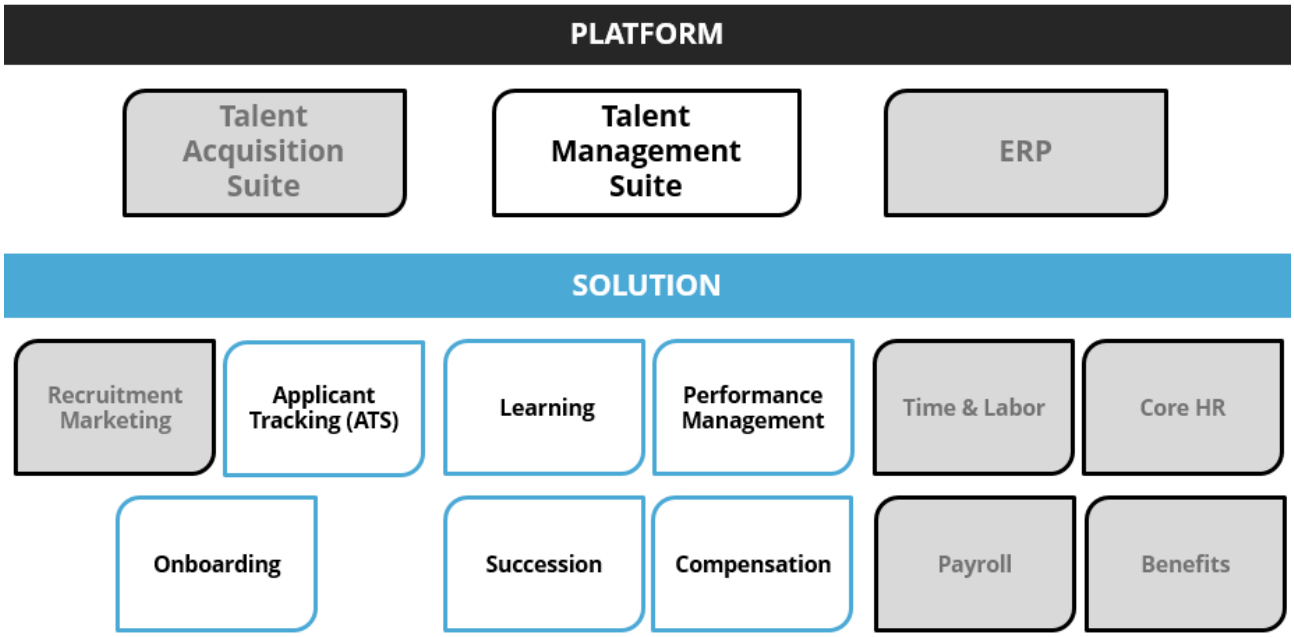
PRODUCT INFORMATION

SOLUTION PROFILE



PRODUCTS	Recruiting (TalentLink, iGrasp, EasyCruit); Onboarding; Performance; Compensation; Career and Succession; Learning
DELIVERY MODEL	SaaS
RELEASE SCHEDULE	4-6 major releases per month and weekly minor releases for the future
DATA CENTERS	USA; EMEA; China
DEVELOPMENT TECHNOLOGY	Fully native on the Salesforce platform; programming language is APEX
LANGUAGES	English
SERVICES	Recruitment Process Outsourcing; Client Success Teams
PARTNERS	Broadbean; HireRight; TextKernel; LinkedIn; Monster; Indeed

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USER EXPERIENCE

RECRUITER: In TalentObjects, recruiters get the benefits of the full Lightning UI used for Salesforce and all of the inherent configuration. Recruiters do not have to leave the system to view a LinkedIn profile or view a document. The Form Builder functionality allows recruiters to build their own forms and capture information about applicants that is customized to their hiring needs.

HIRING MANAGER: The Hiring Manager experience is mobile enabled and provides a simple and intuitive way to create and approve requisitions and review and communicate with candidates.

CANDIDATE: While other providers make communicating with candidates optional, TalentObjects makes it a mandatory part of the process. Candidates will automatically receive updates. The candidate experience mimics what one would expect in the consumer world, providing simplicity and personalization. The candidate experience is mobile optimized and candidates can use a mobile summary card to review all relevant information about a job.

ROADMAP

Forthcoming Features:

- Salesforce Lightning UI
- Advanced Employee Referrals
- Candidate Relationship Management
- Profile Based Recruiting
- LinkedIn Cross System Awareness (Stub Profile creation, InMail capture)
- Outlook Integration (create profiles, auto-capture all communications)
- Advanced Search
- External Search
- Campus Recruiting
- Funnel Metrics
- Quality of Hire Metrics

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KEY DIFFERENTIATORS

SALESFORCE

Rather than reinvent the user experience of the traditional Applicant Tracking System, Lumesse decided to develop TalentObjects on a recognizable platform in the enterprise, Salesforce. Not only does Salesforce provide a consumer-like user interface and single data repository, but it gives TalentObjects an analytics foundation. Combining recruiting, HR, and talent management, it provides a comprehensive view of candidates and opportunities. It is simple for non-HR professionals to use, which broadens adoption across the enterprise.

CANDIDATE EXPERIENCE

Talent Objects does not make candidate communication an option. It is a critical part of the solution and candidates automatically receive information on the status of their application. This capability is unique compared to other ATS providers. Candidate information is collected in an easy way through questions in the Form Builder and the system auto-recognizes candidates as they return.

MOBILE

TalentObjects is fully mobile-optimized. Candidates can search for jobs, provide their information, and apply for jobs through a mobile device. Recruiters can perform all of their activities on a mobile device and hiring managers can create and approve requisitions and manage offer letters.

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Lumesse

APTITUDE RESEARCH PARTNERS

KEY DECISION FACTORS

ACROSS THE CUSTOMER JOURNEY

READINESS	SELECTION	IMPLEMENTATION	ADOPTION + OPERATION
Companies already using Salesforce in other parts of their business will have an easy transition using TalentObjects	Mobile enabled solution Recognizes duplicate candidates in the system as they apply Recruiters can view documents and LinkedIn profile in the system Form Builder collects unique information about applicants Multi-location requisitions	Resources and consultants to ensure the implementation is tailored to the client and they are delivering quality service	Quick guides and videos right on the platform to help recruiters with updates and questions Ongoing training available

THE BOTTOM LINE

KEY CHARACTERISTICS

Mobile Responsive Design

End-to-End Talent Acquisition

Strong User Experience

BEST SUITED FOR

Enterprise: Over 2500 employees

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APTITUDE RESEARCH PARTNERS

APTITUDE RESEARCH PARTNERS

VENDOR PROFILE: Newton Software (Paycor)

newton

Newton is designed to meet every user where they are without changing the way they work. It offers a product that is simple, cloud-based, and universally optimized to work on any smartphone, tablet, operating system and browser with nothing to install or download. In 2015, Newton Software was acquired by Paycor.

July 2016

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newton

APTITUDE RESEARCH PARTNERS

COMPANY HISTORY

HISTORY

Year Founded: 1999
Private or Public: Private
Heritage: Talent Acquisition
Offices: San Francisco, CA; Shanghai, China; Fort Collins, CO; www.Newtonsoftware.com
Revenue: $10 million
Growth Rate: 50%
Mergers & Acquisitions: Acquired by Paycor (2015)

LEADERSHIP

CEO: Steve Hazelton
Glassdoor: 100% approval rating of CEO
The Executive Team: Average tenure is 5 years and none of the executive team is female.

CUSTOMERS

- **Number of Customers:** 1400
- **Target Market:** SMB, Mid-Market
- **Target Vertical:** All
- **G2Crowd review:** 4/5

EMPLOYEES

- **Number of Employees:** 50
- **% Employees in R&D:** 30%
- **% Employees in Sales/Marketing:** 30%
- **Glassdoor rating:** 5/5

AWARDS

- Association of Corporate Growth's Deal Maker of the Year Award
- 3rd Fastest Growing Cloud-Based App by SkyHigh Networks

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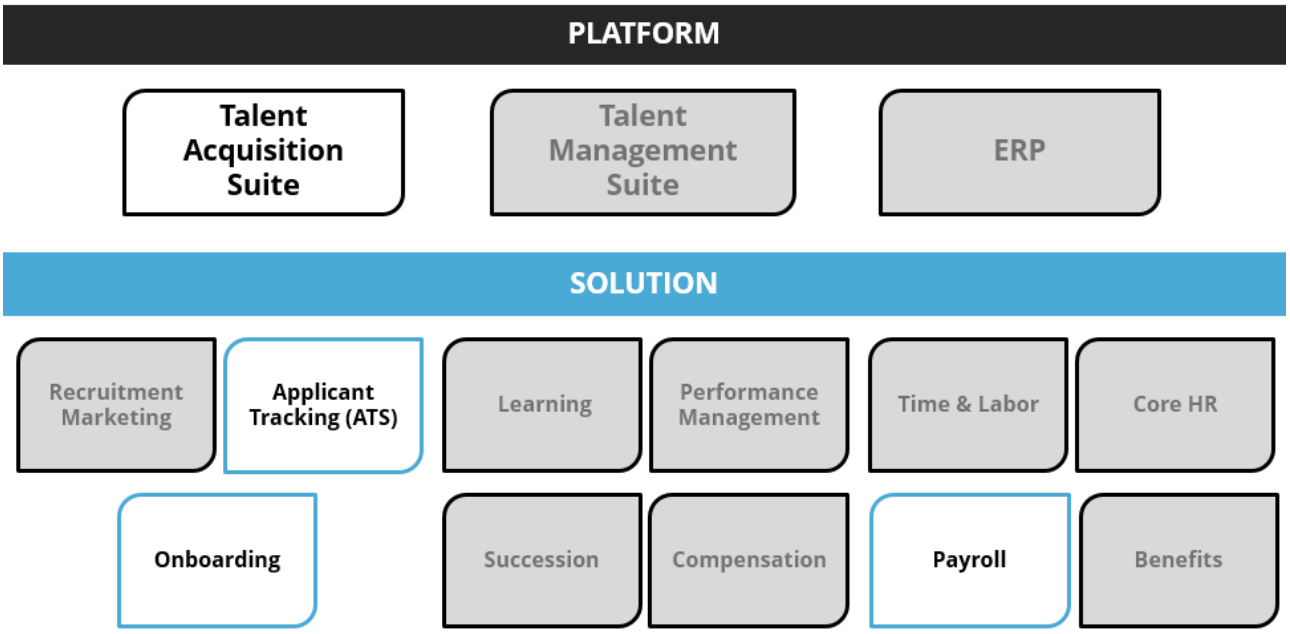
APTITUDE RESEARCH PARTNERS

newton

APTITUDE RESEARCH PARTNERS

PRODUCT INFORMATION

SOLUTION PROFILE



PRODUCTS	ATS; Onboarding; Payroll
DELIVERY MODEL	SaaS
RELEASE SCHEDULE	6-8 weeks
DATA CENTERS	All data is stored with Amazon in US-based data centers. Primary datacenter in Virginia with failover located in California
DEVELOPMENT TECHNOLOGY	Java
LANGUAGES	English only
SERVICES	Client Services, Activation Services, Customer Success Programs, Pre-Employment Screening Services, Job Distribution
PARTNERS	30+

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APTITUDE RESEARCH PARTNERS

USER EXPERIENCE

RECRUITER: The key feature of Newton Software is its simplicity. It is optimized for use on any smartphone, tablet or operating device. It uses simple drag and drop functionality and also serves as a publishing site once a job has been approved. Newton posts to career sites, job boards, and social media and allows recruiters to buy jobs on other sites using point of click purchasing. Best in class methodology is built into the product to help recruiters make the best decisions about how to move candidates through the process.

HIRING MANAGER: The hiring manager experience is simple and intuitive. Hiring managers can approve jobs and candidates through email by only responding #approve or #deny. The system can also capture data from hiring managers without having them log-in to the system.

CANDIDATE: The candidate experience is optimized for any smartphone, tablet, or operating system. Candidates can share jobs and connect with recruiters and hiring managers. Newton's Cloud Apply lives on employers' careers pages and empowers job seekers to submit resumes stored in cloud services or on a computer. Job seekers can use any device or computer they choose to complete the job application process and will be impressed with how simple the process is. Newton also provides candidate acknowledgement templates to let candidates know where they stand in the application process.

ROADMAP

Forthcoming Features:

- Continue to develop its marketplace and add partners.
- Continue to add features to encourage recruiting best practices.
- Enhance reporting and analytics solutions.
- Expand onboarding solution capabilities.

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KEY DIFFERENTIATORS

MARKETPLACE

Newton's marketplace is different from other providers because it looks at recruiting spend and can make purchases without leaving the platform. It is much more than a list of ecosystem partners. It gives companies the insight they need to make better decisions about the talent acquisition solutions they plan to use and how they are integrated with Newton.

SMART ALERTS

What sets Newton apart from other recruiting software is that Newton is designed to work the way that recruiting works. It has recruiting knowledge built in so you'll be able to use Newton from day one with very little customization. Green is go. Red is no.™ In between is a flexible process. Smart alerts trigger action and encourage decision making. Overall, Newton keeps the process simple. Recruiters face no confusion and nothing new to learn.

RECRUITMENT ANALYTICS

While many analytics solutions are overly complicated, Newton's analytics and interactive dashboards are designed with the recruiter in mind. It provides information in a simple format. Newton is designed to be user friendly for both recruiters and hiring managers, allowing users to do what they need to do with very few clicks. Newton's reporting features empower companies to zoom into areas that interest them in real time. Interactive, easy to read graphs and charts allow them to drill into the recruiting program and tell the story behind important events and trends.

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newton

APTITUDE RESEARCH PARTNERS

KEY DECISION FACTORS

ACROSS THE CUSTOMER JOURNEY

READINESS	SELECTION	IMPLEMENTATION	ADOPTION + OPERATION
Understand the true pain points that recruiters face and provides solutions Providing interaction and strong communication with customers and prospects	Advanced interview scheduling Greater collaboration and feedback for hiring managers and recruiters Candidate acknowledgement templates Library of email templates Social referral links Customizable reports	Resources and consultants to ensure the implementation is tailored to the client and they are delivering quality service	History of Recruitment Process Outsourcing Marketplace to help understand the ecosystem of recruitment solutions

THE BOTTOM LINE

KEY CHARACTERISTICS

Mobile Responsive Design

Simple and Intuitive Solution

Partner Marketplace

BEST SUITED FOR

SMB: Less than 100 employees

Mid-Market: 101-2499 employees

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APTITUDE RESEARCH PARTNERS

Madeline Laurano
Co-Founder & Chief Research Officer
Aptitude Research Partners

VENDOR PROFILE: Oracle

Oracle Talent Acquisition Cloud is a fully integrated talent acquisition solution that includes recruitment marketing and employee referrals to source talent, recruitment automation and onboarding.

July 2016

*Oracle declined to participate in the briefing and demo for this report. Their inclusion is based on publicly available information.

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COMPANY HISTORY

HISTORY

Year Founded: 1977
Private or Public: Public
Heritage: ERP
Offices: Offices locations all over the world
Revenue: N/A
Growth Rate: N/A
Mergers & Acquisitions:
2004 PeopleSoft; 2011 Taleo

LEADERSHIP

CEO: Mark Hurd
Glassdoor: 70% approval rating of CEO
The Executive Team: 15% of the executive team is female.

CUSTOMERS

- **Number of Customers:** N/A
- **Target Market:** Global Enterprise; Enterprise
- **Target Vertical:** All
- **G2Crowd review:** 3.5/5

EMPLOYEES

- **Number of Employees:** 10,000+
- **% Employees in R&D:** N/A
- **% Employees in Sales/Marketing:** N/A
- **Glassdoor rating:** 3.3/5

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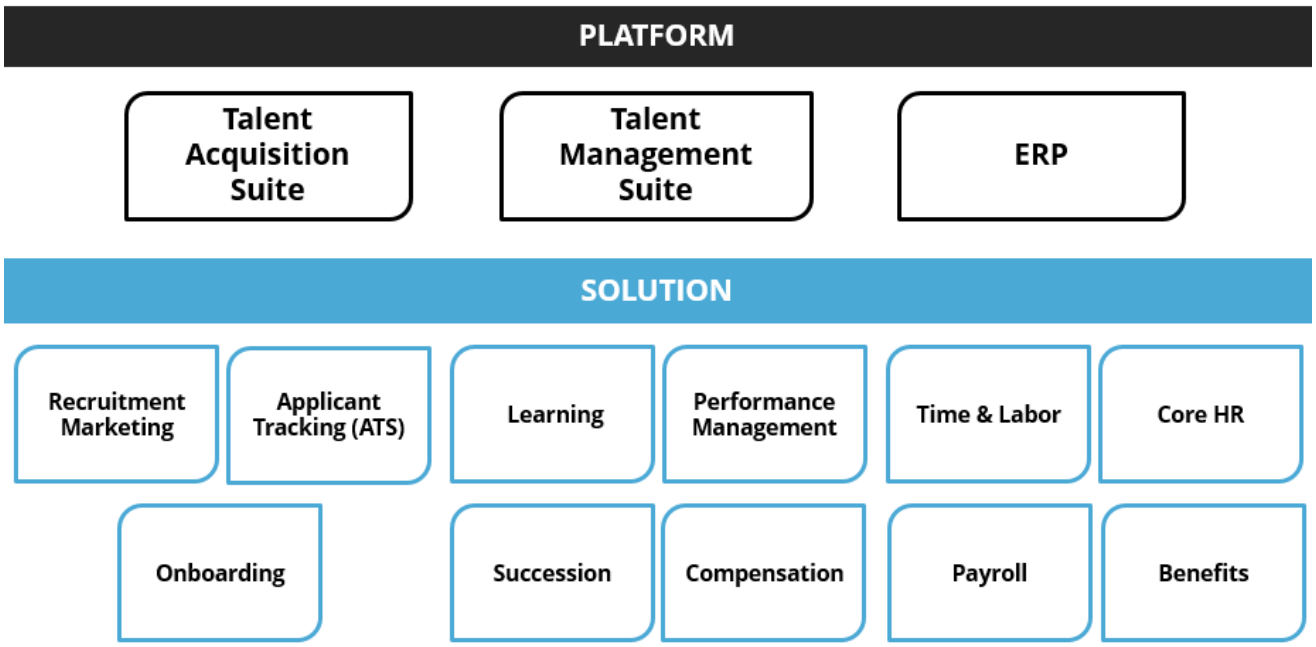
PRODUCT INFORMATION

SOLUTION PROFILE



THE BOTTOM LINE

KEY CHARACTERISTICS

Strong Onboarding Solution

Strong Integration

Complete HCM

BEST SUITED FOR

Enterprise: Over 2,500 employees

Global Enterprise: Global Over 10,000

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Madeline Laurano
Co-Founder & Chief Research Officer
Aptitude Research Partners

VENDOR PROFILE: PeopleFluent

PeopleFluent's talent acquisition suite includes interactive video and collaborative workspaces that reflect the way people work and learn today. Products include a talent acquisition platform, onboarding solution, and vendor management system. PeopleFluent also includes an Affirmative Action solution that can support diversity and inclusion efforts. These solutions enable PeopleFluent to help companies with their end-to-end talent acquisition needs.

July 2016

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COMPANY HISTORY

HISTORY

Year Founded: 1997
Private or Public: Private
Heritage: Talent Acquisition/Talent Management
Offices: US: Waltham, MA; Raleigh, NC; Irving, TX; Austin, TX; Santa Barbara, CA; New Orleans, LA; Palo Alto, CA; London, UK; Montreal, Canada
Revenue: N/A
Growth Rate: N/A
Mergers & Acquisitions: Bedford Funding Acquired PeopleFluent in 2010

LEADERSHIP

CEO: Charles Jones
Glassdoor: 58% approval rating of CEO
The Executive Team: Average tenure is 5 years and 40% of the executive team is female.

CUSTOMERS

- **Number of Customers:** 5,000
- **Target Market:** Enterprise
- **Target Vertical:** Healthcare, Financial Services, Manufacturing, Retail
- **G2Crowd review:** 3.6/5

EMPLOYEES

- **Number of Employees:** 600
- **% Employees in R&D:** 35%
- **% Employees in Sales/Marketing:** 26%
- **Glassdoor rating:** 3.4/5

AWARDS

- IDC – Talent acquisition market leader for five consecutive years
- Gartner – Leading provider of talent acquisition critical capabilities to "attract and hire"
- Trust Radius leading provider

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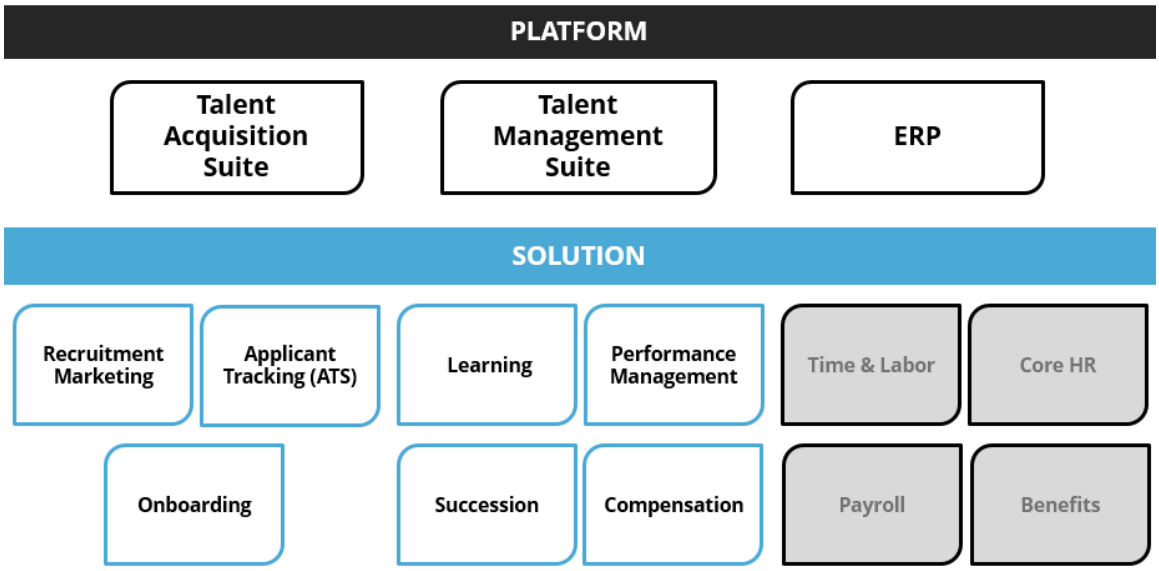
PRODUCT INFORMATION

SOLUTION PROFILE



PRODUCTS	Recruitment Management System (ATS); Onboarding; Performance; Compensation; Learning; Succession Planning; Vendor Management System; Affirmative Action Solution (CAAMS); Org Publisher
DELIVERY MODEL	SaaS
RELEASE SCHEDULE	3 times annually (March, July, November)
DATA CENTERS	Multiple data centers in North America
DEVELOPMENT TECHNOLOGY	Development tools include Java technologies, Apache/Tomcat, Oracle database, Microsoft Visual Studio IDE and Microsoft SQL Server, Cruze Control .NET build tools, Microsoft C#, IOS and iPad Objective C Core Frameworks, Visual Basic, and Rally Agile project management system
LANGUAGES	20 languages
SERVICES	Implementation services; change management services; customer support teams; data integration services; research institute; training; webinars
PARTNERS	60+

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USER EXPERIENCE

RECRUITER: Recruiters can easily use the ATS to communicate with candidates and can set up tags to save searches and tie them to the requisition or include them on the recruiter dashboard. Rich mobile capability is available for those recruiters who do their work from smartphones and tablets. In addition, PeopleFluent provides customizable UI's that allow each recruiter to personalize their workspace for ease of use and productivity.

HIRING MANAGER: Similar to many ATS systems, the hiring manager experience is simple and intuitive. Hiring managers can view, receive and track information that is relevant to their needs (i.e., approving a requisition or an offer letter, etc.). Hiring Managers can also review and take action on candidates from any device.

CANDIDATE: PeopleFluent's Career Portal is a responsive design model that will work on any device. It provides candidates with content and context (i.e., recently reviewed jobs). Video is also incorporated through the product and can be leveraged in multiple areas by clients looking to use video as a tool to engage and deliver a powerful employer branding message. Candidates receive communication and status updates through the system. Multiple candidate portals are available and can be offered in multiple languages for global organizations.

ROADMAP

Forthcoming Features:

- **Recruitment Marketing**: PeopleFluent will make a heavy investment in recruitment marketing functionality in 2016 and 2017.
- **Enhanced Search Functionality:** PeopleFluent is moving to include machine learning into candidate database and career portal job search that will provide relevancy to search including matching jobs to the resume and more relevant candidate search capabilities.
- **UI Personalization:** PeopleFluent has launched and will continue to focus on improvements and customization capabilities to its UI. A heavy emphasis is being made on personalizing the Recruiter UI.

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KEY DIFFERENTIATORS

COLLABORATION

PeopleFluent includes collaboration throughout the product. Not only can hiring managers, recruiters, and candidates provide feedback and communicate often, but video and social capabilities are embedded holistically throughout the solution.

TOTAL TALENT ACQUISITION

PeopleFluent is the only provider in this report that can truly support a contingent workforce through their Vendor Management System. PeopleFluent's comprehensive solution includes interactive video and highly collaborative workspaces that reflect the way people work and learn today. Companies can promote their employment brand, while improving the candidate experience. Diversity and Inclusion capabilities are also embedded holistically throughout the PeopleFluent suite and with recruiting specifically. The company can support configuring requisitions with diversity objectives in mind, expanding talent pools for diversity and inclusion and improved diversity reporting and analytics. The company also has an Affirmative Action solution that supports compliance. These solutions enable PeopleFluent to help companies with their total talent acquisition needs.

HIGH VOLUME

PeopleFluent has extensive experience in industries such as retail and hospitality. This provider understands the capabilities needed to hire a lot of people in a short period of time including improving the quality and organizational fit of every hire. It does this across all locations and includes engaging video and role-based collaboration capabilities. The solution enables recruiters, hiring managers, and candidates to reduce redundancies and communicate with each other in personalized ways.

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PeopleFluent

APTITUDE RESEARCH PARTNERS

KEY DECISION FACTORS

ACROSS THE CUSTOMER JOURNEY

READINESS	SELECTION	IMPLEMENTATION	ADOPTION + OPERATION
Free training and webinars to help prospects and customers PeopleFluent Research Institute provides insight to organizations.	Talent Management Suite Provider with Talent Acquisition Suite of Products Affirmative Action solution for diversity recruitment efforts Vendor Management System for contingent workforce management Innovation including video, collaboration and machine learning	Implementation team included for customers Data integration services	Ongoing professional services including change management Customer Advisory Board and user conference Customer Experience group

THE BOTTOM LINE

KEY CHARACTERISTICS

Total Talent Acquisition Solution

High-Volume Hiring

Mobile Responsive Design

BEST SUITED FOR

Enterprise: Over 2500 employees

Global Enterprise: support over 10 languages and 3+ global offices

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APTITUDE RESEARCH PARTNERS

Madeline Laurano
Co-Founder & Chief Research Officer
Aptitude Research Partners

VENDOR PROFILE: SAP

SAP's cloud-based talent solutions help simplify talent management, so HR professionals can proactively act, easily measure, and clearly communicate talent results and business impact.

July 2016

*SAP declined to participate in the briefing and demo for this report. Their inclusion is based on publicly available information.

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COMPANY HISTORY

HISTORY

Year Founded: 1972
Private or Public: Public
Heritage: ERP
Offices: Offices locations all over the world
Revenue: $20+ billion
Growth Rate: N/A
Mergers & Acquisitions:
2011 SuccessFactors; 2011 Jobs2Web

LEADERSHIP

CEO: Bill McDermott
Glassdoor: 95% approval rating of CEO
The Executive Team: 15% of the executive team is female.

CUSTOMERS

- **Number of Customers:** N/A
- **Target Market:** Global Enterprise; Enterprise
- **Target Vertical:** All
- **G2Crowd review:** N/A

EMPLOYEES

- **Number of Employees:** 20,000+
- **% Employees in R&D:** N/A
- **% Employees in Sales/Marketing:** N/A
- **Glassdoor rating:** 4/5

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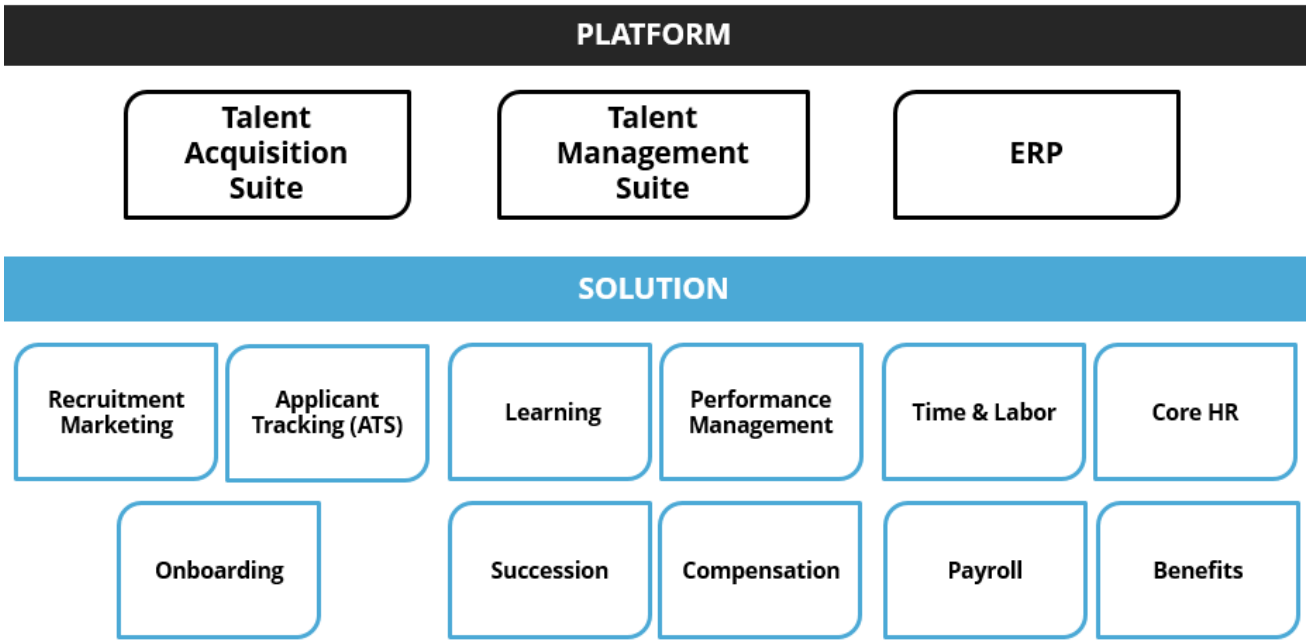
PRODUCT INFORMATION

SOLUTION PROFILE



THE BOTTOM LINE

KEY CHARACTERISTICS

Strong Integration

Complete HCM

BEST SUITED FOR

Enterprise: Over 2,500 employees

Global Enterprise: Global Over 10,000

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Madeline Laurano
Co-Founder & Chief Research Officer
Aptitude Research Partners

VENDOR PROFILE: SilkRoad

SilkRoad Life Suite offers a talent management system powered by social, mobile, analytic, and cloud technologies to engage every employee from pre-hire to departure. Its recruitment suite of solutions includes talent acquisition systems, onboarding, CRM capabilities, and a complimentary job distribution tool.

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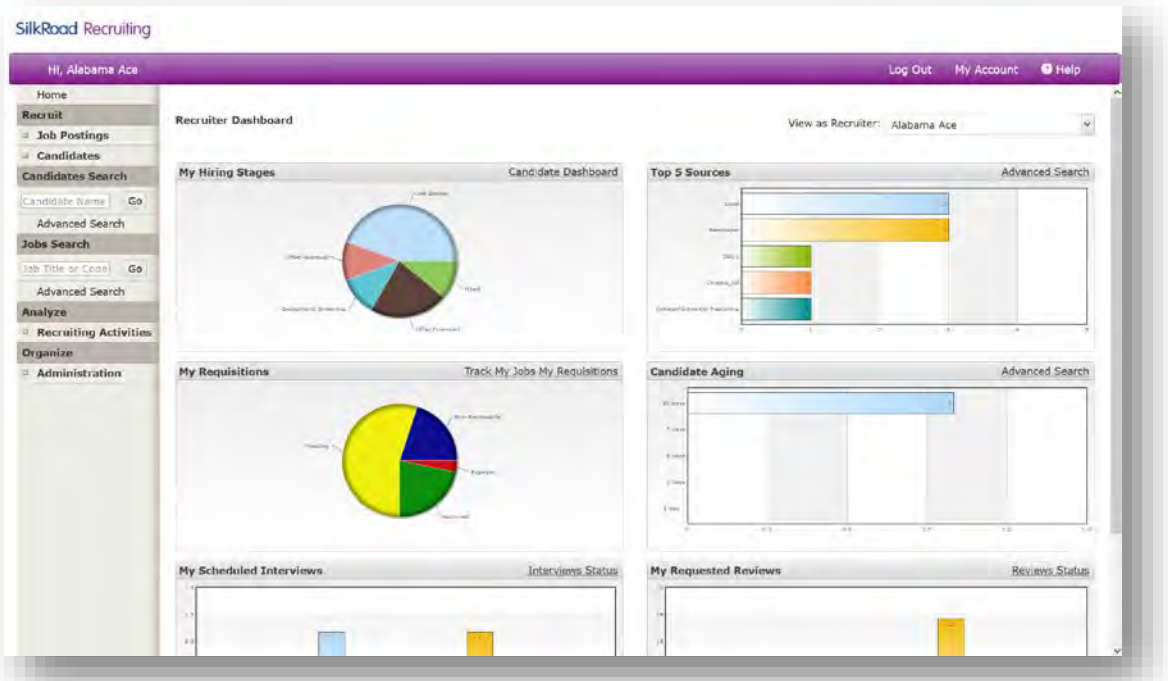

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COMPANY HISTORY

HISTORY

Year Founded: 2003
Private or Public: Private
Heritage: Talent Acquisition
Offices: US: Chicago, IL; Jacksonville, FL; San Francisco, CA; Bedford, MA; Edmonton, Alberta; Winston-Salem, NC
Revenue: $50 million
Growth Rate: 20%
Mergers & Acquisitions: Acquired OpenHire software (recruiting) in 2004; acquired Human Asset Technology (performance) in 2005; acquired VTN Technologies, Inc. in 2009

LEADERSHIP

CEO: John Shakelton
Glassdoor: 52% approval rating of CEO
The Executive Team: Average tenure is 4 years and 15% of the executive team is female.

CUSTOMERS

- **Number of Customers:** 1600
- **Target Market:** Mid-Market; Enterprise
- **Target Vertical:** All
- **G2Crowd review:** 3.5/5

EMPLOYEES

- **Number of Employees:** 350
- **% Employees in R&D:** 30%
- **% Employees in Sales/Marketing:** 30%
- **Glassdoor rating:** 2.9/5

AWARDS

- 2013 TekTonic Award Top HRMS Suite
- 2016 TekTonic Award Finalist – HRMS

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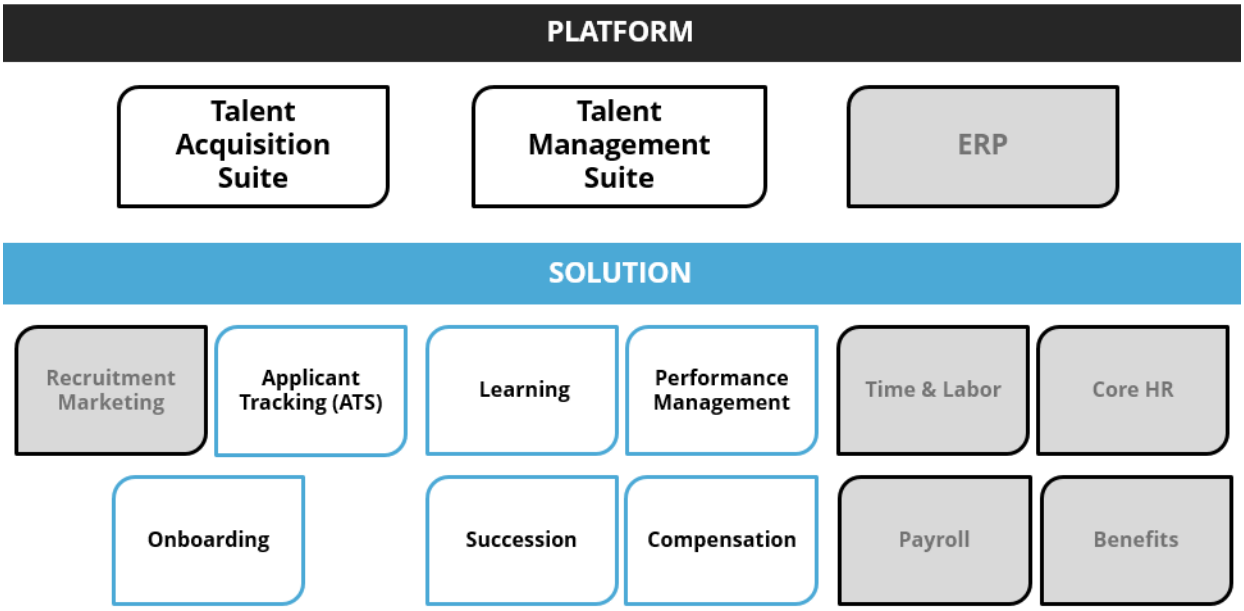
PRODUCT INFORMATION

SOLUTION PROFILE



PRODUCTS	ATS; Onboarding; Job Distribution; Performance; Compensation; HRMS; Learning Management
DELIVERY MODEL	SaaS (no longer selling on premise)
RELEASE SCHEDULE	3 times annually
DATA CENTERS	Canada; North Carolina
DEVELOPMENT TECHNOLOGY	.Net
LANGUAGES	23 languages
SERVICES	Ongoing professional services; dedicated account representatives; training and webinars, Customer Advisory Board
PARTNERS	50+

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USER EXPERIENCE

RECRUITER: SilkRoad is committed to helping recruiters make better decisions. Through its "hot matches" functionality, it can match keywords from the resume with the job description to help give recruiters qualified candidates. Its Talent App Ecosystem includes partners across a broad range of talent acquisition and talent management technology. These providers have either gone through an application process or have been recognized by SilkRoad as a partner.

HIRING MANAGER: Similar to many ATS systems, the hiring manager experience is simple and intuitive. Hiring managers view, receive, and track information that is relevant to their needs (e.g., approving a requisition or an offer letter, reviewing candidates, etc.).

CANDIDATE: SilkRoad's career portal provides candidates with information about their application process and immerses the candidate with the employer brand. Candidates have a consistent experience from the recruitment stages to onboarding and beyond, including performance and learning. Once the candidate is hired, the new employee leverages the Talent Portal as a one stop shop for all SilkRoad modules and all organization specific HR applications.

ROADMAP

Forthcoming Features:

- **Mobile:** Invest in a mobile responsive experience for recruiters, hiring managers and candidates.
- **Performance:** SilkRoad's Performance 365 product provides ongoing feedback and communication with employees. It will empower employees with the information they need to do their jobs better.
- **Onboarding:** SilkRoad will be making significant enhancements to its onboarding solutions in 2016, including a mobile responsive user experience.

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KEY DIFFERENTIATORS

SUITE OF SOLUTIONS

SilkRoad, unlike many talent management suite providers, offers a portfolio of talent acquisition products. It is able to support companies that want a traditional ATS that is part of a larger talent management suite as well as companies looking for a more innovative, next generation talent acquisition platform (through its partnership with SmartRecruiters).

ONBOARDING

SilkRoad has for many years has been the de facto onboarding solution. This product is sold both to existing ATS users as well as a stand-alone product. Its "Recruiter Lobby" allows many third-party ATS provider to integrate seamlessly with its onboarding solution. Onboarding is a complete solution that includes forms management, tasks management and socialization through a new hire portal.

JOB DISTRIBUITION

SilkRoad offers a free job distribution tool for its customers. Users have access to 15 free channels and new channels are constantly being considered and added. SilkRoad also offers integration with Broadbean and Job Target.

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KEY DECISION FACTORS

ACROSS THE CUSTOMER JOURNEY

READINESS	SELECTION	IMPLEMENTATION	ADOPTION + OPERATION
Free training and webinars to help prospects and customers	Talent Management Suite Provider with 40% of customers using more than one module Leading onboarding solution Free job distribution tool	Implementation team Data integration services	Ongoing professional services Customer Advisory Board and user conference Customer experience group

THE BOTTOM LINE

KEY CHARACTERISTICS

Strong Onboarding Solution

Job Distribution Tool

Integration with Performance

BEST SUITED FOR

Enterprise: Over 2,500 employees

Mid-Market: 1,000-2,499

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Madeline Laurano
Co-Founder & Chief Research Officer
Aptitude Research Partners

VENDOR PROFILE: SmartRecruiters

SmartRecruiters is a next generation talent acquisition platform that is dedicated to helping companies find the talent and helping individuals find the job they need to be successful. Its goal is to modernize the talent acquisition function through an end-to-end solution.

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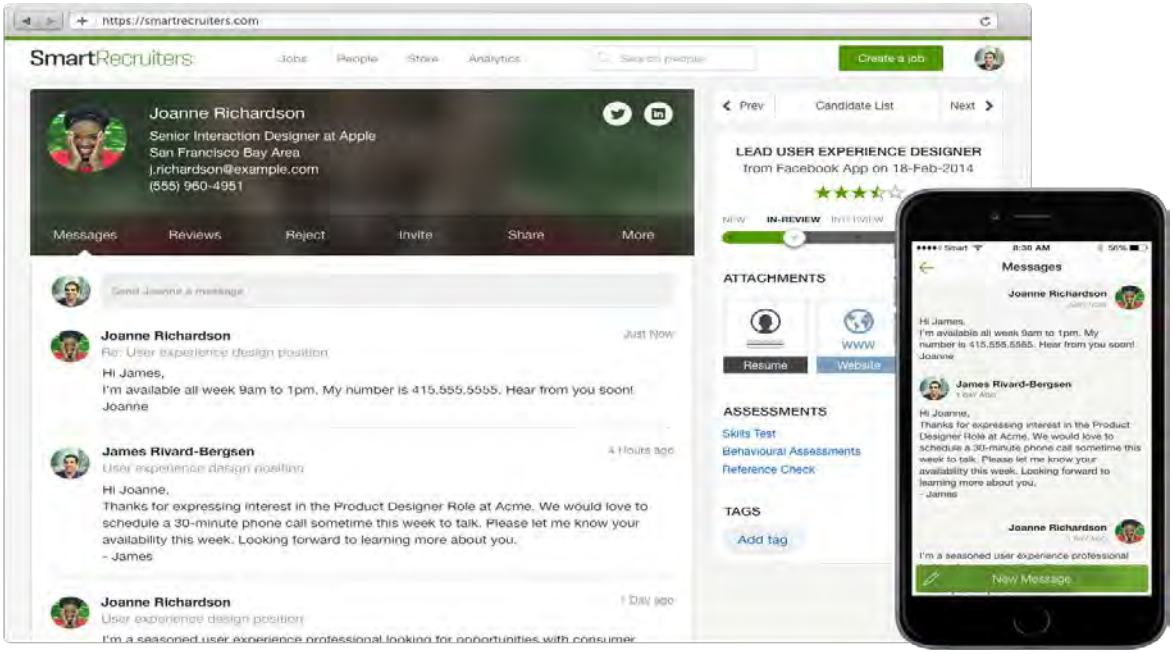

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SmartRecruiters
THE HIRING SUCCESS COMPANY

APTITUDE RESEARCH PARTNERS

COMPANY HISTORY

HISTORY

Year Founded: 2010
Private or Public: Private
Heritage: Talent Acquisition
Offices: San Francisco; London; Paris; Krakow
Revenue: ~$10 Million
Growth Rate: 500%
Mergers & Acquisitions: N/A

LEADERSHIP

CEO: Jerome Ternynck
Glassdoor: 82% approval rating of CEO
The Executive Team: Executives have expertise both inside and outside the recruitment space. 13% of the executive team is female.

CUSTOMERS

- **Number of Customers:** 700
- **Target Market:** Mid-Market, Enterprise
- **Target Vertical:** All
- **G2Crowd review:** 4.6/5

EMPLOYEES

- **Number of Employees:** 100+
- **% Employees in R&D:** 50%
- **% Employees in Sales/Marketing:** 20%
- **Glassdoor rating:** 3.7/5

AWARDS

- Forbes Hot Startup List
- Best Places to Work Bay Area

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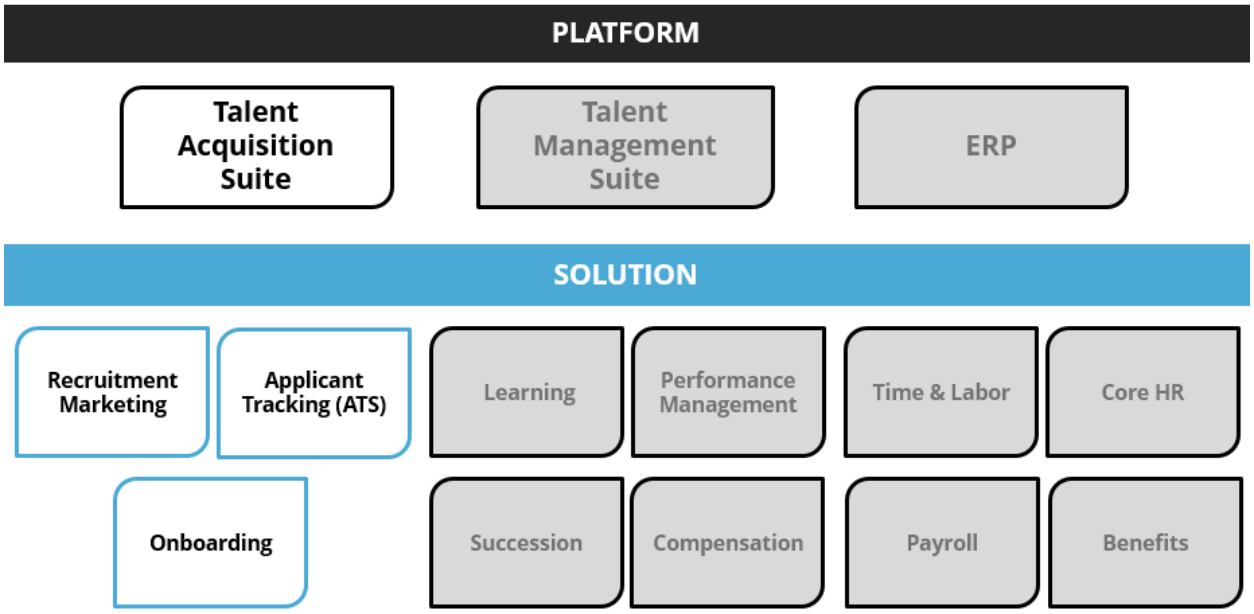
SmartRecruiters
THE HIRING SUCCESS COMPANY

APTITUDE RESEARCH PARTNERS

PRODUCT INFORMATION

SOLUTION PROFILE



PRODUCTS	Recruitment Marketing (Connect); ATS (Recruit); Onboarding through partnerships
DELIVERY MODEL	SaaS
RELEASE SCHEDULE	Monthly
DATA CENTERS	San Francisco, CA; Krakow, Poland
DEVELOPMENT TECHNOLOGY	Multiple, Java on top of AWS
LANGUAGES	Over 30 Candidate-Facing Languages
SERVICES	Implementation, Process Optimization, Training & Certifications, Account Management & Ongoing support
PARTNERS	300

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APTITUDE RESEARCH PARTNERS

USER EXPERIENCE

RECRUITER: SmartRecruiters provides recruiters with a solution that is collaborative, easy and complete. Recruiters are able to communicate and provide feedback frequently to hiring managers and hiring teams. Through its marketplace, an exceptional user experience and powerful analytics, recruiters have the tools they need to find better talent and improve efficiency. The platform includes recruitment marketing, ATS and onboarding capabilities (through integrated partnerships) to provide an end-to-end solution. Additionally, the solution provides a scorecard for recruiters to easily view candidate information and make better decisions about moving someone through the process.

HIRING MANAGER: Hiring managers only see information relevant to their job. They can view ratings and feedback on candidates and easily collaborate with recruiters. Team Success capabilities allow hiring managers and teams to receive notifications and take action by role. SmartRecruiters has a hiring-manager centric mobile app that allows hiring managers to easily check their pipeline, provide feedback on candidates, and approve offers.

CANDIDATE: SmartRecruiters is a candidate-centric solution. The candidate's experience mimics a consumer-like experience providing familiarity, simplicity, and personalization. The candidate portal includes relevant information about the company, job, and status of the application. Candidates do not have the confusion or hassle of having to create profiles to apply for a position. Self-scheduling makes it simple for candidates to go through the interview process.

ROADMAP

Forthcoming Features:

- **Recruitment Marketing**: SmartRecruiters will build out deeper capabilities to source and engage active and passive talent.
- **Collaborate**: The two major themes of investment will involve driving hiring team success with quest to improve the productivity of each and every recruiter while at the same time delivering the complex needs of global enterprise companies.
- **Manage:** SmartRecruiters is doubling down on its marketplace capabilities to make it easier for companies to tap into third-party tools.
- **Analytics:** Additional investment will include individual dashboards.

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KEY DIFFERENTIATORS

COMPLETE SOLUTION

SmartRecruiters is more than an Applicant Tracking System. It offers a complete talent acquisition platform that can support recruiters, hiring managers, and candidates through the attract, recruit, and hiring phases. Its marketplace helps companies navigate the complex talent acquisition ecosystem and make the right decisions about what solutions they are using. Companies can buy a third-party provider right in the SmartRecruiters platform and submit reviews and comments.

COMMUNICATION

Feedback and communication is a key differentiator of the platform. Recruiters and hiring teams do not have to leave the platform to send an email or gather feedback. Collaboration and notes functionality are embedded throughout the platform. Recruiters can easily reach out to candidates at any stage of the process through email and campaigns during the recruitment marketing phase and through follow-up, interview scheduling, and job offer.

ANALYTICS

SmartRecruiters offers powerful analytics and dashboards to meet the needs of the modern recruiter. Hiring Plan Analytics shows hiring teams how many positions they have filled over a given time period, how long it took to fill those positions and how long until a candidate starts. Sourcing Analytics gives insight into spend and quality of hire. Pipeline analytics provides information on candidate engagement, conversion rates, and source of influence.

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SmartRecruiters
THE HIRING SUCCESS COMPANY

APTITUDE RESEARCH PARTNERS

KEY DECISION FACTORS

ACROSS THE CUSTOMER JOURNEY

READINESS	SELECTION	IMPLEMENTATION	ADOPTION + OPERATION
Includes a complete recruitment marketing platform for those companies looking to improve how they attract candidates	Powerful analytics embedded in the platform Consistent scorecards Supports multiple brands Video job descriptions Progressive profiling of candidates Bi-directional integration with LinkedIn	Resources and consultants to ensure the implementation is tailored to the client and they are delivering quality service Implementation training consultants available for SmartRecruiters Premium clients	Updates are frequent, which makes them a preferred partner of LinkedIn Collects feedback from users through "SmartIdeas" Dedicated Client Success Manager

THE BOTTOM LINE

KEY CHARACTERISTICS

Strong Analytics

Marketplace

Mobile Responsive

BEST SUITED FOR

Enterprise: Over 2500 employees
Global Enterprise: support over 10 languages and 3+ global offices
Mid-Market: 1,000-2,499

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APTITUDE RESEARCH PARTNERS

Madeline Laurano
Co-Founder & Chief Research Officer
Aptitude Research Partners

VENDOR PROFILE: Workday

Workday provides an intuitive mobile interface that gives hiring managers and recruiters the freedom to collaborate and communicate from anywhere. With social sourcing, recruiting analytics, and visibility into the entire talent pipeline, Workday Recruiting offers a new experience designed for the entire hiring team.

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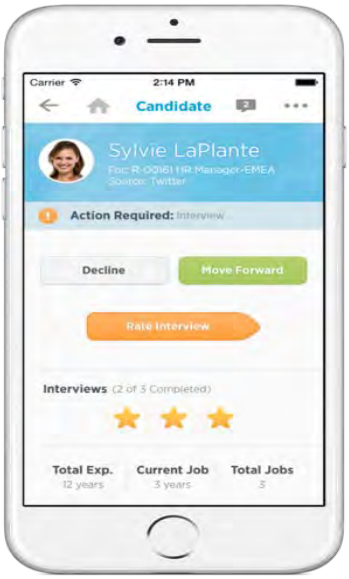

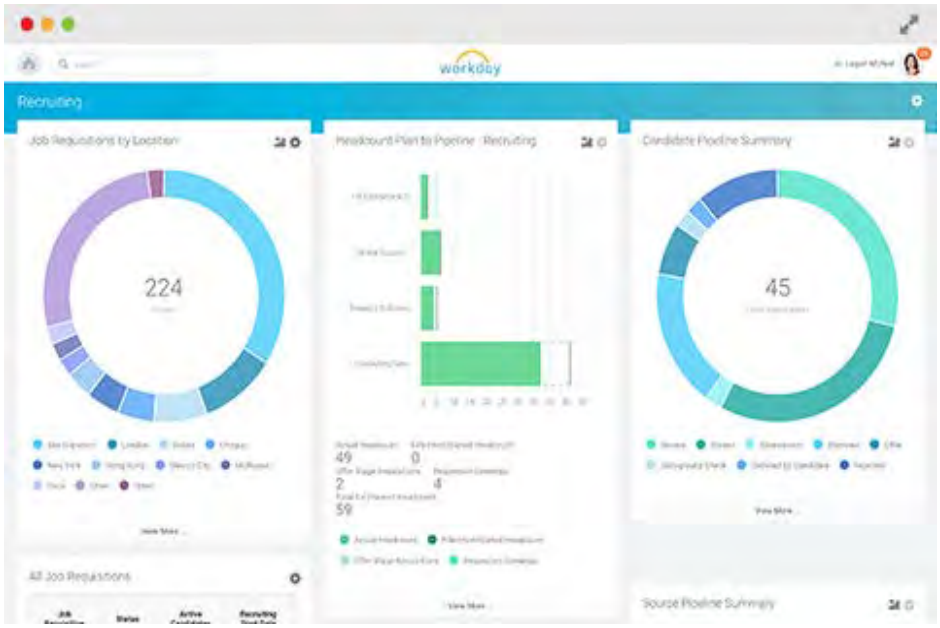

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COMPANY HISTORY

HISTORY

Year Founded: 2005
Private or Public: Public
Heritage: Cloud Financial Management and HCM applications
Offices: For a list of global offices, visit: http://www.workday.com/company/about_workday/office_locations.php
Revenue: N/A
Growth Rate: N/A
Mergers & Acquisitions: Cape Clear (2008), Identified (2014), GridCraft (2015).

LEADERSHIP

CEO: Aneel Bhusri
Glassdoor: 90% approval rating of CEO

CUSTOMERS

- **Target Market:** Enterprise, Global Enterprise
- **Target Vertical:** All
- **G2Crowd review:** 4.1/5

EMPLOYEES

- **Number of Employees:** 2,000+
- **% Employees in R&D:** N/A
- **% Employees in Sales/Marketing:** N/A
- **Glassdoor rating:** 3.6/5

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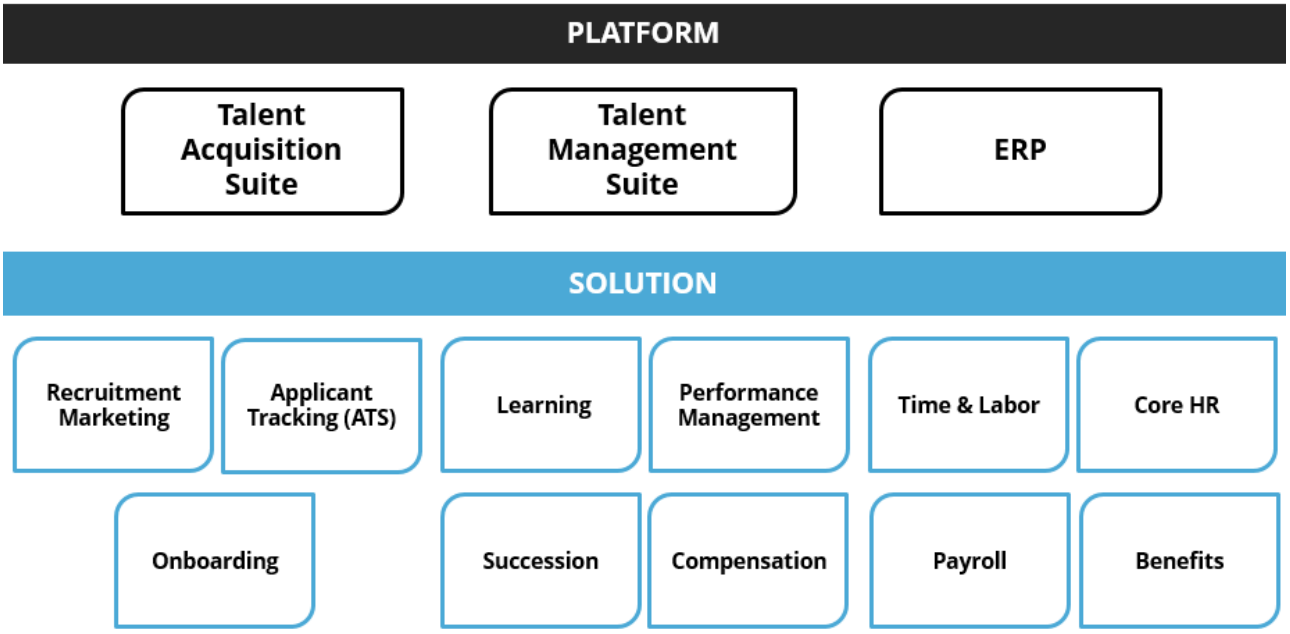
PRODUCT INFORMATION



KEY DIFFERENTIATORS

END-TO-END SOLUTION

Workday offers a complete solution for the entire talent lifecycle including strategic workforce planning, through screening and selection, onboarding, learning and succession planning. All of these capabilities are in one solution with no integration.

MOBILE FIRST DESIGN

Workday Recruiting is designed and built with the mobile experience in mind – delivering a consumer grade experience for candidates, managers, and recruiters.

HIRING TEAM COLLABORATION

Workday Recruiting was built for the entire hiring team, making it easy for all hiring team members to provide feedback and collaborate on candidates and reducing cycle times in the recruiting process.

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workday.

APTITUDE RESEARCH PARTNERS

KEY DECISION FACTORS

ACROSS THE CUSTOMER JOURNEY

READINESS	SELECTION	IMPLEMENTATION	ADOPTION + OPERATION
Professional services Training and education services	Greater collaboration and feedback for hiring teams Powerful analytics to help companies make better decisions Workforce planning including headcount analysis, pipeline, and sourcing analysis Candidate management	Resources and consultants to ensure the implementation is tailored to the client and they are delivering quality service Customer success services	Customer success services Change management services Training and education services

THE BOTTOM LINE

KEY CHARACTERISTICS

Mobile Responsive Design

End-to-End Solution

Powerful Analytics

BEST SUITED FOR

Workday is offered around the world and provides a user interface in more than 20 languages.

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APTITUDE RESEARCH PARTNERS

APPENDIX: Talent Acquisition Ecosystem

This section of the report provides a list of many of the providers that fall under the talent acquisition ecosystem. The ecosystem includes a wide range of solutions that should be able to integrate with all three platforms. Many companies have existing relationships with third-party providers; having a platform that will integrate with those solutions should be a major factor in decision-making.

CATEGORIES

- **Sourcing:** The solutions that help companies find talent.
- **Branding and Marketing:** Tools and solutions that help organizations define their employer brand and the pre-applicant platform that attracts and engages leads.
- **Recruitment Process Outsourcing (RPO):** Solution partners that will take on all or part of the recruitment process to provide quality hires.
- **Screening and Assessment:** Services for employment and education verification, drug, and background checks and providers of validated tools to help select best fit candidates.
- **Digital Interviewing:** Solutions to support video interviewing, scheduling, and video screening.
- **Onboarding:** Solutions to handle the tasks and socialization of new hires.

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SOURCING

JOB BOARDS

- CareerBuilder (www.careerbuilder.com)
- Indeed (www.indeed.com)
- LinkUp (www.linkup.com)
- Monster (www.monster.com)
- The Muse (www.themuse.com)
- The Ladders (www.theladders.com)
- US Jobs (www.usjobs.com)
- Vet jobs (www.vetjobs.com)

JOB DISTRIBUTION

- Appcast (www.appcast.io)
- CareerArc (www.careerarc.com)
- eQuest (www.equest.com)
- WayUp (www.wayup.com)
- ZipRecruiter (www.ziprecruiter.com)

JOB ADVERTISING

- Apploi (www.apploi.com)
- Job Market Maker (www.jobmarketmaker.com)
- Reflik (www.reflik.com)
- Safer Places (www.saferplaces.com)

EMPLOYEE REFERRALS

- LinkedIn Referrals (www.linkedin.com)
- RolePoint (www.rolepoint.com)
- ZALP (www.zalp.com)

JOB MATCHING

- Elevated Careers (www.elevatedcareers.com)
- TalentHub (www.talenthubworldwide.com)
- Vettd (www.vettd.com)
- JobView (www.jobview.com)

TALENT PIPELINE

- Entelo (www.entelo.com)
- Jibe (www.jibe.com)
- LinkedIn (www.linkedin.com)

Sourcing is one of the most fragmented areas of talent acquisition. Companies invest in a variety of solutions providers and categories to help attract and find the best talent.

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APTITUDE RESEARCH PARTNERS

BRANDING, MARKETING AND RPO

RECRUITMENT MARKETING PLATFORM

- ClinchHR (www.clinch.io)
- Phenom People (www.phenompeople.com)
- Smashfly (www.smashfly.com)
- Symphony Talent (www.symphonytalent.com)
- TMP Worldwide (www.tmp.com)
- Talemetry (www.talemetry.com)

EMPLOYER BRANDING

- Brand Amper (www.brandamper.com)
- Glassdoor (www.glassdoor.com)
- Universum (www.universumglobal.com)

RECRUITMENT PROCESS OUTSOURCING (RPO)

Recruitment Process Outsourcing is one area of talent acquisition that has transformed significantly over the past few years. Service providers that were once just focused on sourcing and screening have now invested in areas such as analytics and employer branding. Technology has now become ingrained in many of these deals. Below is a list of some of the major partners.

- Alexander Mann Solutions (www.alexandermannsolutions.com)
- Aon Hewitt (www.aon.com)
- Cielo (www.cielotalent.com)
- Korn Ferry Futurestep (www.futurestep.com)
- Randstad SourceRight (www.randstadsourceright.com)
- Talent2 (www.talent2.com)

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SCREENING AND ASSESSMENTS

SCREENING

- Accusource (www.accusource-online.com)
- Back Track (www.backtracker.com)
- CrimCheck (www.crimcheck.com)
- Data Facts (www.datafacts.com)
- First Advantage (www.fadv.com)
- GoodHire (www.goodhire.com)
- HackerRank (www.hackerrank.com)
- HireRight (www.hireright.com)
- Justifacts (www.justifacts.com)
- Kentech (www.ekentech.com)
- NMS Drug Screening (nmslabs.com)
- Onfido (www.onfido.com)
- Sterling Talent Solutions (www.sterlingtalentsolutions.com)
- TalentWise (www.talentwise.com)
- Verified First (www.verifiedfirst.com)

ASSESSMENTS

- CPP (www.cpp.com)
- Cut-E (www.cut-e.com)
- ExactHire (www.exacthire.com)
- HackerRank (www.hackerrank.com)
- HireVue (www.hirevue.com)
- Hogan Assessment Systems (www.hoganassessments.com)
- Impact Achievement Group (www.impactachievement.com)
- Optimize Hire Assessment (optimizehire.com)
- Outmatch (www.outmatch.com)
- Pearson (www.pearson.com)
- PeopleMatter (www.peoplematter.com)
- PI Worldwide (www.piworldwide.com)
- Profiles International (www.profilesinternational.com)
- QuestionMark (www.questionmark.com)
- Select International (www.selectinternational.com)
- Shaker (www.shakercg.com)
- Traitify (www.traitify.com)
- Wonderlic (www.wonderlic.com)

The Top 4 Areas of Investment in Talent Acquisition Technology Ecosystem for 2016 Include: Assessments, Background Screening, Employee Referrals, and Recruitment Marketing.

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DIGITAL INTERVIEWING AND ONBOARDING

INTERVIEWING

- GreenJobInterview (www.greenjobinterview.com)
- HireVue (www.hirevue.com)
- JobOn (www.jobon.com)
- Montage (www.montagetalent.com)
- Take the Interview (www.taketheinterview.com)
- WePow (www.wepow.com)

ONBOARDING

- Click Boarding (www.clickboarding.com)
- DocuSign (www.docusign.com)
- Equifax (www.equifax.com)
- HROnboard (www.hronboard.com)

A Few Notes about Integration

Integration with the Ecosystem is a major consideration when investing in a talent acquisition system. Companies must think about if the provider has open APIs and how the data flows between the two systems and how seamless the experience is for the candidate. Below are a few questions to consider when evaluating integrations:

- Does this provider have Open APIs with my third-party providers?
- Will the provider ensure data consistency between the two systems?
- Where will the data reside?
- How much will integration between the two providers cost? Will that cost escalate?
- What information needs to get moved between the two systems?
- Who is available to troubleshoot if something goes wrong?

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Aptitude Research Partners is a research-based analyst and advisory firm focused on the new conversation required by changes in how HCM technology is delivered and utilized by today's organizations.

Our goal is to look beyond the obvious product capabilities to identify the real differentiators organizations should be looking for when considering providers, as well as the change management and change readiness capabilities consumers must have in place for successful technology adoption.

We conduct quantitative and qualitative research on all aspects of Human Capital Management to better understand the skills, capabilities, technology and underlying strategies required to deliver business results in today's complex work environment.

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