



Ventana Research

HCM Research in 2018

Setting the annual expertise and topic agenda

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VP and Research Director, HCM



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Ventana Research – Guiding Business and IT

Ventana Research is the leading business technology research and advisory services firm providing expertise and actionable guidance on mainstream business processes and disruptive digital technologies.

We deliver to our clients a unique set of research and expertise-based offerings including workshops, assessments and our subscription-based Ventana On-Demand advisory service. Ventana Research helps organizations of all sizes globally to improve business performance.



Research



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Focus on



Ventana Research Expertise Agenda

Our Research Agenda and expertise in critical business and technology topics is driven by our analysts' deep understanding of business requirements and our knowledge of technology providers.

Through our primary and secondary market research methods, we are able to provide insights and best practices to line of business and IT, and across vertical industries that will help any organization reach its maximum potential.

 VENTANA RESEARCH

———— 2018 ————

RESEARCH AGENDA

Digital Innovation in 21st Century



Embracing the Predictive Potential in HCM



Embracing AI and Bots in HCM



Ventana Research Expertise Areas

Our business areas of expertise help organizations examine how to innovate and transform their processes and enable their people to effectively execute.

Expertise Areas

Analytics

Data

Customer Experience

Digital Technology

Human Capital
Management

Marketing

Office of Finance

Operations and
Supply Chain

Sales



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Human Capital Management

By 2020, AI and machine learning, embedded within HCM platforms, will allow personalized end-user experiences across all HR processes for at least-one half of HCM software customers.

Steve Goldberg
VP & Research Director



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Human Capital Management Expertise

Human Capital Management provides organizations the ability to engage their workforce with the applications, processes and programs to optimize performance, retention and value creation.

Focus Areas

Candidate Engagement

Employee Experience

Learning Management

Total Compensation &
Rewards Management

Payroll Optimization

Workforce Management

Digital Technology for Human Capital Management

Analytics

- Predictive analytics extending beyond predicting flight risk, compliance risks and job fit.
- Highlighting HR process bottlenecks and causal factors drives efficiency and satisfaction.
- Deploying analytics forces many organizations to focus more on HR data quality, competencies, etc.

Big Data

- A sound enterprise data architecture strategy and governance model are vitally important.
- Social media data, sentiment analysis and other forms of unstructured data being added to the mix.
- Organizations can use big data strategy as a catalyst for breaking down organizational siloes.

Collaboration for Business

- Collaboration extends beyond task and execution level to strategy and planning levels.
- Social network analysis and organizational network analysis are facilitating more collaboration.
- Social collaboration functionality extending beyond Recruiting and Learning to other HCM areas.

Digital Technology for Human Capital Management

Machine Learning & Artificial Intelligence

- Machine learning and AI enable maximum personalization in the employee experience.
- AI also enables improved matching of employees to roles, cultures, teams and managers.
- Organizations need to ramp-up HCM business analyst skillsets to develop/prioritize AI use cases.

Mobile Technology

- Mobile-first product design strategy proliferates, but the desktop experience still needs attention.
- Innovations such as near-field communications (“NFC”) streamline time-tracking infrastructure.
- Mobile helps drive employee engagement via pulse surveys, dynamic coaching and feedback, etc.

Wearable Computing / IoT

- Use of wearables for notifications and actions is changing how resources are selected and deployed.
- Wearable technologies go beyond health indicators to accident prevention and related compliance.
- IoT-generated data broadens the HCM big data and algorithm landscape within organizations.

Candidate Engagement

Overview

- Candidate Engagement addresses tight labor market situations and the increasing demand for digital-age skills and behaviors by focused recruitment marketing and passive candidate engagement.

Direction

- Emerging technologies for finding and engaging “passive” candidates (e.g., immersive simulations).
- AI drives candidate engagement with personalized content; e.g., in recruitment marketing.
- Increasing use of Bots and conversational interfaces; e.g., allow quick status updates.

Market Research

- Dynamic Insights: Candidate Engagement (Q2)



Candidate Engagement

By 2021, immersive technologies such as interactive video and virtual reality will become essential digital technologies for recruiting departments to enable top candidates to simulate different job experiences in the organization.

Steve Goldberg
VP & Research Director



Employee Experience

Overview

- For optimal workforce performance, organizations must understand that the employee experience must emulate the best consumer experiences and take action using processes and technologies to ensure both efficiency and engagement across all enterprise stakeholders.

Direction

- Career pathing, career management and mentoring enablement all enhance employee experience.
- Employee engagement drivers and impediments are managed throughout employee life cycle.
- Employee well being (“EWB”) is hot, as employees feel overwhelmed; “EWB” drives productivity.

Market Research

- Dynamic Insights: Employee Experience (Q2)



Employee Experience

By 2020, mentoring will become core to the employee experience in at least half of organizations. Mentor participation will be encouraged with incentives, rewards and performance goals.

Steve Goldberg
VP & Research Director



Learning Management

Overview

- Learning management systems are an integral component of human capital and business processes in organizations around the world. Learning management systems have evolved to take advantage of digital technology and are a critical linchpin to human capital management.

Direction

- On-demand learning tools (e.g., using short videos) are becoming widely adopted.
- LMS platforms increasingly accounting for individual differences in the way people learn.
- More tools available in the market for managers to enhance people management skills.

Market Research

- Benchmark Research: Intelligent Learning (Q1)
- Value Index: Learning Management (Q2)



Learning Management

By 2021, at least 50% of all LMS customers will be planning to replace systems that lack the ability to personalize and contextualize both learning content and also the learning medium or channel.

Steve Goldberg
VP & Research Director



Total Compensation & Rewards Mgt

Overview

- Compensation and Rewards Management focuses processes, information and technologies on an integrated approach to compensating, incenting and rewarding employees.

Direction

- Must focus on which rewards maximize cost/outcome ratios, including non-monetary ones.
- Pay equity and diversity analyses made more proactive and preemptive with AI.
- Understand the extent of unique total rewards practices by industry segment.

Market Research

- Dynamic Insights: Total Rewards Management (Q1)
- Value Index: Total Compensation and Rewards Management (Q1)



Total Rewards Management

By 2020, at least 33% of organizations using compensation planning systems and communications tools will insist that they track the value and cost of non-monetary rewards.

Steve Goldberg
VP & Research Director



Payroll Optimization

Overview

- Payroll Optimization is an integrated approach to managing payroll that connects with HRMS, talent management, workforce management and their related information, systems and processes. Payroll is a critical process as the means for not just paying people but engaging them and reflecting to them their value to the organization.

Direction

- Cloud computing streamlines the interconnectivity of payroll with HCM and finance.
- Chatbots can answer the high volume of routine questions that burden payroll functions.
- Robotic Process Automation (RPA) can be leveraged for quick, accurate payroll number crunching.

Market Research

- Benchmark Research: Payroll Optimization (Q1)
- Value Index: Payroll Optimization (Q1)



Payroll Optimization

By 2020, 50% of all payroll organizations will be forced to adopt next-generation systems to reduce calculation errors.

Steve Goldberg
VP & Research Director



Workforce Management

Overview

- Workforce management is the set of activities and processes organizations use to manage their hourly and salaried workforce for maximal productivity. Workforce management is a critical component of every company's human resources and human capital management processes.

Direction

- Many emerging tools for making time-tracking and leave-management hassle-free.
- Labor forecasting and scheduling optimization both enhanced with AI / machine learning.
- Chatbots allow leave requests to be processed in minutes, including manager approval.

Market Research

- Benchmark Research: Workforce Management (Q2)
- Value Index: Workforce Management (Q1)

Workforce Management

By 2021, predictive capabilities will become a required component of every organization's workforce scheduling and forecasting processes and enabling technologies.

Steve Goldberg
VP & Research Director



Technology Areas of Focus for HCM Practice

Candidate Engagement

- Smart / Targeted Sourcing
- Validated Assessments
- Recruitment Marketing

Employee Experience

- Social Networks
- Career Pathing / Career Management
- Mentoring
- Employee Well Being

Learning Management

- Content Authoring and Delivery
- Blended Learning
- Personalized Learning Plans

Total Compensation & Rewards Mgt

- Linkage to Market Data
- Budgeting and Planning
- Modeling

Payroll Optimization

- Efficient Data Collection/ Aggregation / Validation
- Configurable Workflows
- Compliance Management
- Robotic process automation (RPA)

Workforce Management

- Efficient Data Collection/ Aggregation / Validation
- Labor scheduling
- Smart clocking

Market Research for HCM

Benchmark Research

- Intelligent Learning (Q1)
- Payroll Optimization (Q1)
- Workforce Management (Q1)

Dynamic Insights

- Candidate Engagement (Q1)
- Employee Experience (Q2)
- RoboticHCM (Q1)
- PredictiveHCM (Q2)
- Total Rewards Management (Q3)

Value Index

- Learning Management (Q2)
- Total Comp and Rewards Mgt (Q1)
- Payroll Optimization (Q1)
- Workforce Management (Q1)

Think Big



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sketch

A/a



Design



Focus on



Services for Users and Providers

Technology Users

- Advisory and Research Services
- Benchmark Assessment
- Educational Workshops
- Market Consultation Service
- Research Reports
- Technology Assessments
- Vendor Selection Guidance

Technology Providers

- Advisory and Research Service
- Benchmark Research Services
- Digital Content Services
- Market Consultation Service
- Research Reports
- Speaking Services
- Strategic Consulting

Services for Providers

Advisory



Ventana On-Demand

Ventana On-Demand is a personalized business and technology advisory service that provides you with access to insights from exclusive benchmark research, use of reprints of analyst perspectives, professional client management services, and priority briefings. Ventana On-Demand is the only advisory service in which the expert analyst team draws from primary benchmark research, real-world experience, and deep industry knowledge to provide the most accurate lens on the intersection of business and technology.



Consulting

In one-on-one or group discussion sessions, our expert industry research analysts provide objective advice and detailed guidance to sharpen your sales, marketing, service and product strategies. We can help assess the market and determine where you improve your market and product strategies for optimal results, all based in and pulled from our insights and research.



Market Consultation Service

Overview:

Ventana Research analysts provide insight and guidance on the market through their expertise using our research. The service consists of a two hour consultation, presentation and unique set of recommendations.

Value:

- Smartest path to understanding the state of the technology market to adjust your business efforts.
- Improve technology strategies to better optimize your productivity and performance of business processes.
- Optimize business efforts by overcoming challenges with your people and processes through using technology.



Digital Services for Providers



White Paper

An authoritative research-based in-depth exploration covering a specific business-and/or technology-related issue. Use it to Articulate the business case for the industry issue your solution can solve.*



Expert Speakers

Reach your prospective buyers, customers or sales team with the right mix of research and insights to motivate and educate your audience.



Infographic

Build awareness on a topic and establish importance through the illustration of key points in a highly targeted visual format containing research facts.



Research Perspective

An authoritative piece of written content made to create awareness of an issue or opportunity. It is a discussion starter, designed to create an interest in further education.*



On-Demand Webcast

A recorded audiovisual presentation to educate audience on a specific topic in 15 or 30 minute duration in a professional replay-hosted environment.



Viewpoint

Industry analyst written perspective on an industry topic in no more than two pages of content to create awareness and insight to buyers and the market.



Webinar

Drive demand and generate leads when our industry analysts present industry trends and issues in a live and interactive approach to your audience.



Online Assessment

Provides immediate recommendations to buyers based on their responses to highly targeted questions that help drive action to improve.



Tweetchat

Online and interactive dialogue on Twitter with an industry analyst, discussing market issues using research statistics to provide awareness on key topics.



Analyst Perspective

Provides industry analyst fact-based perspective on business and technology trends or specifically on a vendor and product.



eBook

Provides education through graphical designed digital content that provides a story to organizations on essential aspects of technology.*



Q&A With Analyst

A written dialogue between client and industry analyst in a question and answer format that can be used in multiple formats.

Steve Goldberg – VP & Research Director



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Steve is responsible for the Human Capital Management (HCM) research and advisory services practice. He guides HR and business leaders in leveraging their workforce for competitive advantage. He guides HCM technology vendors on the market of buyers and where their applications and technology can have maximum impact. Steve's uniquely diverse HCM experience spans over 30 years, including HR process and HCM systems practitioner leadership roles, heading up product strategy for one of the most respected HCM application vendors, and operating his own global advisory practice. His expertise areas of coverage include HRMS, Talent Management and Workforce Management, with specialized focus on recruiting, learning, performance, compensation and payroll.

Prior to joining Ventana Research, Steve worked as a corporate VP in HR at UBS/Swiss Bank Corporation and Huizenga Holdings, product strategy leader at PeopleSoft and Unicru, and was also VP and Research Director at Bersin & Associates.

Over 35,000 HR professionals and business executives have been informed by one of Steve's presentations on HCM, or have read his published work. Steve holds an MBA in Human Resource Management from University of Buffalo School of Management and a BBA in Industrial Psychology from The City University of New York.

Questions?



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