SmartRecruiters



Avoiding the Pitfalls of ERP Systems in Talent Acquisition

What it Takes to Recruit The Modern Workforce

By: Jennifer Goode

Introduction

> Companies that recruit the best deliver more than **3x** the revenue and **2x** the profit over their peers.[1]
>
> BCG
> The Boston Consulting Group

The people we hire make or break our companies. This isn't groundbreaking or earth-shattering. According to research by Boston Consulting Group, those companies that recruit the best deliver more than 3x the revenue and 2x the profit over their peers.[1] Yet, somehow, we still can't get hiring right. Why? It's not because there isn't alignment on the idea of hiring the best people. That's a no-brainer -- everyone, when given the choice, would hire the best person for a given role. Instead, the issue faced is one of complete complacency towards the actual practice of recruiting. Despite the disruptive dynamics of today's job market and the drastically different expectations of today's job seeker, many companies fallaciously view recruiting as a both a simple extension of their HR process and a transactional numbers game. In reality, nothing could be further from the truth. To survive in today's business climate, organizations must re-evaluate their recruiting practices and map hiring processes to today's business realities for any hope of success. Refusal to do so is at their own peril.



Brace For Impact

Today, business disruption is at an all time high. **Between 1955 and 2017, 88% of the F500 filed for bankruptcy, merged with (or were acquired by) another firm, or dropped out of the index entirely.**[2] This pace of disruption is only increasing as all industries brace for "a period of heightened volatility...with the next ten years shaping up to be the most potentially turbulent in modern history."[3] The rise of digitization in our work and personal lives, the Internet's impact on globalization, the introduction of the on-demand gig economy, rapidly changing consumer behaviors, and the expansive connectivity of social platforms, have fundamentally changed the rules for businesses. These disruptive and volatile forces are turning the tables on business-as-usual, erasing overnight the long-term advantages and competitive barriers once enjoyed by industry giants, where "industries such as financial services, healthcare, telecom, travel and real estate have seen some of the highest rates of churn."[4]

1 Sullivan, John. "News Flash: Recruiting Has the Highest Business Impact of Any HR Function." ERE Media, 25 July 2015, www.ere.net/news-flash-recruiting-has-the-highest-business-impact-of-any-hr-function/

2 Fortune 500 firms 1955 v. 2017: Only 60 remain

3 Anthony, Scott D., et al. 2016. "Corporate Longevity: Turbulence Ahead for Large Organizations." doi:10.17307/wsc.v1i1.183.s6

4 Anthony, Scott D. "2018 Corporate Longevity Forecast: Creative Destruction Is Accelerating." Innosight, www.innosight.com/insight/creative-destruction/

Hire The Best To Survive

Interestingly, this shake up brings us right back to recruiting, where all empirical research tells us that without the right people an organization's lifespan is becoming shorter every day. Given intense competition from revolutionary startups, many established companies fortunately are changing their approach to stem talent exoduses. Understanding recruiting as a core, strategic function vital to long term success, these legacy companies are now heavily investing in modernizing their hiring practices. They are starting to rightly manage recruiting less like an HR process and more like a Marketing discipline by reinventing their image to woo job-seekers "with the same fervor they use to woo customers."[5] In short, these companies get it. There is simply no place in a digitally-disrupted economy for traditional, transactional, and complacent recruiting. Rather, recruiting must be proactive and strategic and leverage the right tools to attract, engage, and win over talent from the competition. And, like any strategic endeavor, it must have the most reliable and most relevant technology to be impactful.

You're Only As Good As Your Tech

Today, organizations are abandoning their legacy recruiting technology at an increasingly rapid pace. According to IDC's most recent marketscape report from December 2017, **"23% of organizations changed ATS solutions in the past 18 months - and another 22% plan to make a change in the next 18 months" with the most significant increase occurring in standalone, specialized recruiting technology**.[6]



5 "What 'Old-School' Tech Giants Are Doing To Attract Young Talent." Fortune, 22 Feb. 2017, fortune.com/2017/02/22/corporate-tech-hiring-recruitment/

6 IDC Marketscape. "Worldwide Modern Talent Acquisition Systems 2017 Vendor Assessment." Kyle Lagunas, Dec. 2017

The shift to standalone, specialized recruiting solutions comes as no surprise in light of new market challenges where more and more companies view recruiting as a strategic enabler amid fierce competition. **According to IDC, dedicated recruiting suites vastly outperform ERP (enterprise resource planning) extensions by "marry[ing] innovation with utility to deliver tangible value to hiring organizations big and small."**[7] So, the quest for deeper recruiting functionally beyond that of recruiting modules / add-ons of ERP providers makes sense since the ability to attract top talent is only as good as the technology enabling it.

The Case for The Talent Acquisition Suite

Because business success so closely depends on recruiting success, running your most critical lifeline - the ability to attract, select, and hire great talent on time and on budget - while using the wrong technology is incredibly risky and potentially fool-hardy. Yet, despite overwhelming evidence to the contrary, many organizations do just that, relying on outdated ERP systems for managing present day recruiting challenges. According to IDC and other industry experts, ERP systems are just not cutting it for recruiting in the digital economy. And, those who get it, who understand the importance of recruiting, are investing differently because recruiting is indeed a strategic function which demands its own dedicated technology for business to prosper. The good news is others are listening and the message is clearly resonating as more than half of companies today are investing in standalone technology that "demonstrates deep domain expertise in talent acquisition."[8]

> More than half of companies today are investing in standalone technology that "demonstrates deep domain expertise in talent acquisition."
>
> * Aptitude Research Partners



[7] IDC Marketscape. "Worldwide Modern Talent Acquisition Systems 2017 Vendor Assessment." Kyle Lagunas, Dec. 2017

[8] Laurano, Madeline. "Best-of-Breed vs. ERP in Talent Acquisition." Aptitude Research Partners, 27 Mar. 2018, www.aptituderesearchpartners.com/2018/03/27/best-of-breed-vs-erp-in-talent-acquisition/.



In the following pages, we'll dig deeper and explore why investing in a Talent Acquisition Suite for recruiting, as opposed to an ERP system, is one of the best business decisions a company can make.

Specifically, we'll look at:

- What's changed for job seekers and recruiting?
- We'll explore the attraction and shift to stand-alone recruiting suites
- Why the "all-in-one" ERP approach is misleading as a complete recruiting solution
- How SmartRecruiters can help you out-recruit your competition

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Danger Ahead - Stop Recruiting Like You Did 5 Years Ago

According to a recent study by Manpower Group, employers worldwide are facing the severest talent shortage since 2007.[9] And, it's not because the talent doesn't exist - it absolutely does. The difficulty lies in how organizations find, attract, and retain that talent. Unemployment is at record lows while entrepreneurship has reached all-time highs, which means job seekers have a lot of options. Even more interesting, the U.S. Bureau of Labor Statistics issued a December 2017 report measuring the number of "voluntarily quits," defined as an employee's willingness or ability to leave their job, with that number exceeding the number of layoffs and discharges today.[10] Evidently, now more than ever, talent has far more available opportunity for employment, shifting the balance of power from the employer to the prospective applicant -- welcome to the Job Seekers' Market.



* Twitter: https://twitter.com/Josh_Bersin/status/992394123738009600

[9] ManpowerGroup, 2016-2017 Talent Shortage Survey
[10] Bureau of Labor Statistic, 2017 Job Opening and Turnover Highlights

Now Entering the Job Seekers' Market

Consequently, experts are forecasting a global shortfall of approximately 85 million qualified workers in just two years, spurred by technological advancement coupled with pressures from globalization.[11] And contrary to popular belief, it's not just the tech industry feeling the pressure from this shift. With digital disruption breaking down barriers of entry everywhere, virtually all industries are feeling the squeeze. For example, according to Indeed, jobs that went unfilled for more than 30 days include positions across a variety of industries like Automotive, Electronics, Logistics, Pharmaceuticals, and Education, among others.[12] While, arguably, lots of variables lend themselves to creating workforce shortages, an undeniable factor in the ability to recruit and successfully attract and retain top talent is directly tied to an organization's recruiting technology. In fact, according to a study by CareerBuilder, **"the more in-demand a skill set is, the less likely a job seeker with that skill set will jump through hoops" created by technological barriers in the hiring process.**[13]

To compound employers' challenges, talent also has far greater expectations of the organizations they choose to work for including how they are treated and "sold-to" as part of the recruiting process. So companies that continue with legacy, non-candidate centric recruiting solutions that still expect candidates to "go through the motions" and fill out lengthy and complex online job applications are just shooting themselves in the foot - 60% of job seekers quit in the middle of such folly.[14] Rather, employers must behave differently today by targeting, engaging, and acquiring job seekers just like they would their customers. It's a new world.

> The more in-demand a skill set set is, the less likely a job seeker with that skill set will jump through hoops" created by technological barriers in the hiring process.

11 Richard Dobbs, Anu Madgavkar, Dominic Barton, Eric Labaye, James Manyika, Charles Roxburgh, Susan Lund, Siddarth Madhav. "The world at work: Jobs, pay, and skills for 3.5 billion people." McKinsey & Company. N.p., n.d. Web. 24 Apr. 2017.

12 These Are The Jobs That Will Have The Biggest Talent Shortages In 2017, Fast Company

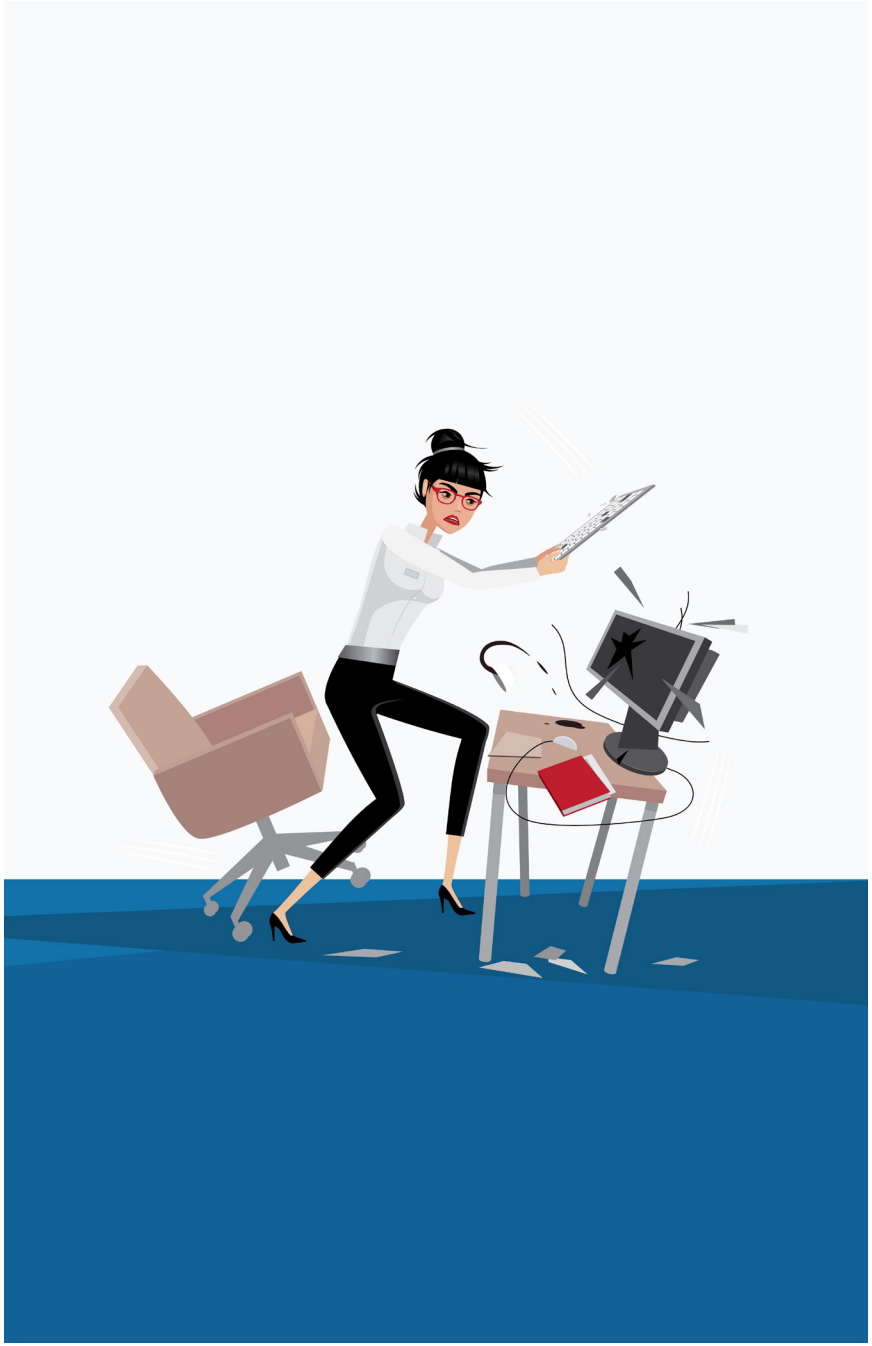
13 Technology-Related Barriers That Are Killing Your Candidate Experience, CareerBuilder

14 Zielinski, Dave. "Study: Most Job Seekers Abandon Online Job Applications." SHRM, 11 Apr. 2018, Study: Most Job Seekers Abandon Online Job Applications

Candidate Experience Matters. A Lot.

In-demand talent will never apply extra effort to work through a complex recruiting process. But how do you define what a complex recruiting process is? Let's examine the average ERP recruiting module / legacy ATS initial candidate experience. This is how awful it feels for a job seeker:

- Force candidate to create usernames and remember passwords just to express interest
- Make it difficult to accurately share education and experience with outdated drop-down menus
- Do not integrate well to Linkedin or other social networks that enable easy sharing of work history
- Do not allow candidates to search and apply from their mobile devices or lack responsive design
- Do not allow for multiple attachments or offer poor parsing capabilities
- Force candidate to complete redundant fields across many pages of forms



If this is the first impression a candidate receives of their future employer, it should come as no surprise that the most highly-qualified candidates will completely skip this silliness and coveted, passive candidates won't even bother.[15] But here's the real kicker - for those lucky few candidates who do complete the arduous application process, their experience actually gets worse. They rarely hear back from companies as their application or interest disappears into a black box, forcing them into the weird position of reaching out persistently to companies to check on the status of their application. Worse, this outdated process often continues to compound itself when candidates actually meet with organizations for interviews, where it is exceptionally rare their needs are met, meaning:

- ☑ They had the right number of interactions with the hiring team
- ☑ The role was clearly explained and the interviews were thoughtful with the right questions asked
- ☑ The prospective hiring manager explained the potential impact the candidate could have
- ☑ Feedback was prompt and thorough regardless of the hiring decision

Today, job seekers expect to be treated with basic common decency and professionalism. Unfortunately for organizations leveraging outdated recruiting systems, this is rarely the case. Instead, the candidate experience is one that fosters nor encourages prompt candidate follow-up, lacks structured and speedy candidate discussions, and provides little clarity of ownership between recruiters and hiring managers on disposition. If your application process shares any of these traits or obstacles - it's costing you in a big way. "If you give people a bad experience through the application, interview and screening process, they're less inclined to apply with you again for the rest of their lives."[16] Even worse, as one study reveals, a poor candidate experience can even cost you in customers, provoking job applicants to completely stop purchasing and or interacting with a brand further.[17]

The research is clear -- complex and outdated recruiting technology prevents hiring success as it often creates a horrible candidate experience, increased applicant drop-offs, insufficient talent pools, and low close rates on top finalists. Not to belabor the obvious, but missing hiring goals = missing business goals. In a survey conducted by Indeed, **83% of respondents said unfilled jobs produced negative consequences like "lost revenue, slower product development, delayed market expansion, and/or increased team tension and employee burnout."**[18] Unless your current system can identify, target, and engage job seekers through their preferred platforms in a simple and easy way, you're still operating in the dark ages of recruiting. The good news is options exist to help right your recruiting wrongs, but first you must understand what those options are.

15 Technology-Related Barriers That Are Killing Your Candidate Experience, CareerBuilder

16 Florentine, Sharon. "How a Job Candidate's Experience Affects Your Brand." CIO, CIO, 17 Apr. 2017, www.cio.com/article/3190224/hiring/how-a-job-candidate-s-experience-affects-your-brand.html

17 Chahal, Mindi, et al. "Bad Recruitment Experiences Cost Brands Millions." Marketing Week, 30 Jan. 2017, www.marketingweek.com/2016/10/14/bad-recruitment-experiences-could-cost-brands-millions-in-lost-customers/

18 Indeed, "Is the Tech Talent War Hurting Innovation?"

Recruiting Tech - What Are My Options?

If you're just venturing into the recruiting technology space or it's been awhile since you've visited, you may be surprised to find it's a very crowded and confusing space. Understanding the vernacular that vendors and analysts use is key for identifying and selecting a solution that aligns your recruiting function with the demands of a changing talentscape. Generally, recruiting systems fall into three distinct classifications: ERP Recruiting Modules, Recruiting Point Solutions, and Talent Acquisition Suites.



1 ERP - RECRUITING MODULES

ERP recruiting modules are extensions or add-on components to enterprise resource planning (ERP) systems, also synonymously interchangeable with terms like Human Resources Information System (HRIS), HR Suites, and Human Capital Management (HCM) systems. Some of the most common ERP recruiting modules include SAP's SuccessFactors, Oracle's Taleo, Ultimate oftware's UltiPro, and Workday's Workday Recruiter, to name a few. Between 2010 and 2014 many of the big ERP players expanded their system capabilities, either through internal product development or through product acquisition, as a way to accommodate their customers' ask of consolidating and streamlining back office HR tasks like tracking employees, approving new positions, and measuring cost center data, among others. During this time recruiting modules were introduced as add-on capability to these systems for rounding out HR functions and, in essence, providing a convenient "One-System-One Vendor" model, and thereby theoretically simplifying the buying experience. Unfortunately, most of the recruiting acquisitions these vendors made were of solutions more than a decade old (and therefore built to suit a very different set of market conditions and candidate expectations), and the components that were organically built were of limited scope and reflected a very HR process centric (as opposed to candidate centric) user experience.

As a result, there is a great deal of discontent from forward-looking recruiting organizations for these types of solutions. Aside from clunky UI's that candidates and hiring managers reject, these systems lack many functional capabilities required for success in modern recruiting - i.e. intelligent sourcing tools, intelligent assessment, candidate experience management, and candidate relationship management, as well as creating analytics-related tools that help recruiters source, select, and manage their employment brand and candidate pipeline"[19] While the back office HR team is happy having their functions consolidated in one system, the front office - meaning recruiters, hiring managers, and those on the front lines of talent acquisition - are frustrated and constrained by half-baked recruiting modules. While ERP vendors are rushing to deliver features that compete with dedicated recruiting solutions, most have their hands full developing payroll, learning, and other core systems," leaving them hard-pressed to deliver deep recruiting capability.[20] While not discounting the need for these systems nor the benefits they lend to transactional back office functions like payroll, benefits, and performance management, the lackluster fanfare around ERP recruiting modules is well-recognized across the industry.

Deeper capability in recruiting was needed beyond what our ERP system offered.

Stephanie Grey
Sr. Manager
HR Operations at Nature's Bounty

[19] Bersin, Josh. HR Technology Disruptions for 2018 - Productivity, Design, and Intelligence Reign. Bersin, by Deloitte Development, 2017, marketing.bersin.com/rs/976-LMP-699/images/HRTechDisruptions2018-Report-100517.pdf

[20] Bersin, Josh. HR Technology Disruptions for 2018 - Productivity, Design, and Intelligence Reign. Bersin, by Deloitte Development, 2017, marketing.bersin.com/rs/976-LMP-699/images/HRTechDisruptions2018-Report-100517.pdf

2 RECRUITING POINT SOLUTIONS

Different, point solutions, commonly referred in the industry as “best-of-breed” point solutions, are designed around and focused on a single, key hiring process area or a specialized recruiting capability like intelligent matching, candidate relationship management (CRM), or recruitment marketing. In fact, many applicant tracking systems (ATS) call themselves “best-of-breed” solutions because they help automate recruiting workflows or condense talent management tasks while still lacking the core recruiting needs for both top of funnel outreach and downstream new hire onboarding. Familiar examples of point solutions include systems like eQuest for job posting, Beamery for CRM, Smashfly for recruitment marketing, Talemetry for job distribution, and Greenhouse for applicant tracking. Compared to ERP recruiting modules, point solutions provide deeper functionality in one set of specific recruiting needs and generally are more user-friendly.

Most commonly, point solutions are used to supplement organizations’ ERP systems as a means to plug functional holes around specific capabilities. Unfortunately the downside of this approach is two fold:

1) if being used to supplement a legacy ATS or ERP Module, organizations may just be putting “lipstick on a pig” and not addressing the core gaps of the underlying ERP system

2) this approach invariably requires stitching together different solutions, which beyond creating an integration and reporting headache, often leads to a clunky and unproductive hiring team and candidate experience given the handoff from system to system.

Finally, as is usually the case, going the point solution route invariably becomes too expensive for the budget constrained buyer.



3 TALENT ACQUISITION SUITES

Talent acquisition platforms, commonly referred to in the industry as "talent acquisition suites", marry the best attributes of both ERP recruiting modules (integration) and recruiting point solutions (fully functional), while simultaneously remedying their shortfalls. These standalone recruiting solutions tend to be newer and more modern with greater configurability and easier integration into parallel and downstreams systems. As one complete solution, talent acquisition suites not only house deep recruiting functionality, but also offer an integrated marketplace of recruiting services (think sourcing tools, job boards, assessment vendors, etc.) enabling organizations to truly streamline and simplify their tech stack. As a result, Talent Acquisition Platforms are quickly becoming the preferred solution. Referenced in the IDC study, the number of organizations opting to implement talent suites ahead of impending workforce challenges is steadily increasing given the need for "broader product portfolios and deeper functionality" beyond what is offered by ERP systems.[21] Considering their competitive advantage as a best-in-class talent magnet, opting for a talent acquisition platform is increasingly becoming not only the wiser choice but safer choice, as well, with fewer integration endpoints to manage. Delivering comprehensive recruiting functionality across the entire hiring process, coupled with the ability to seamlessly integrate to most ERP systems via innovative application programming interfaces (APIs), it's easy to understand the demand for talent acquisition suites.

The number of organizations opting to implement talent suites ahead of impending workforce challenges is steadily increasing given the need for "broader product portfolios and deeper functionality" beyond what is offered by ERP systems.

IDC Analyze the Future

It's worth noting in any selection process the pricing differences between offerings in addition to the logistical differences in implementation, integrations, migrations and maintenance timelines and costs. That said, organizations all too often deemphasize the long-term hiring, retention, and growth benefits of a given system during their analysis when compared to these considerations. Given the positive impact of recruiting on business outcomes, to ignore these benefits is an incredibly risky move during the selection process. As previously noted, organizations will either be able to successfully attract, select, and hire the right talent on time with their chosen solution or they will perish for the long term, unable to compete for talent.

[21] IDC Marketscape. "Worldwide Modern Talent Acquisition Systems 2017 Vendor Assessment." Kyle Lagunas, Dec. 2017

Choose Wisely to Recruit Strategically

In the job seekers' market where talent is scarce, it's pretty clear that employers are now forced to rethink their entire recruiting function and approach out of competitive necessity. Given the stated limitations of ERP recruiting solutions, it is indeed no surprise that so many organizations are ditching their ERP systems as an effective recruiting tool. Successful organizations realize ERP systems don't cut it in a market where candidate experience matters because these systems treat recruiting like a transactional process, devoid of a humanized experience and remarkably unfriendly to users. Instead, organizations winning the competition for talent do so by advantageously leveraging recruiting as a strategic function, relying on modern and innovative systems that enable hiring teams to operate like sales teams, driving applicant demand and conversion through marketing and outreach. When recruiting is strategic, hiring teams and managers are empowered to actively market to, engage, and connect with job seekers, as well as each other, fostering deeper and more meaningful connections that contribute to better experiences and faster hires. Obviously, this approach requires a system with the user experience, comprehensive functionality, and platform design to meet the needs of today's companies trying to hire today's talent. **The IDC Marketscape report is clear - "as labor markets continue to tighten, recruiting gets more and more difficult - and the business case for upgraded capabilities is stronger than ever."**[22] Today, organizations can successfully withstand market disruption with the right people in place -- but only by having the right technology in place, first.

So, welcome to the Job Seekers' Market, where recruiting systems matter, a terrific candidate experience goes a long way, and recruiting is a strategic function powered by dedicated recruiting software that inspires candidates rather than demeans. Consequently, if you're still recruiting like you did five years ago, you're in for a bumpy ride.

> Modern job seekers are tech-savvy, researching companies across multiple sources, such as job boards, employer review sites, Twitter and social channels, and career sites. They use a variety of tools and tend to view the process end-to-end as an overall experience that represents the company and culture they are hoping to join.
>
> Gartner
>
> SOURCE:
> "Build the Candidate Experience Equation Into Your Talent Acquisition Processes" Gartner, Inc. March, 2018



[22] IDC Marketscape. "Worldwide Modern Talent Acquisition Systems 2017 Vendor Assessment." Kyle Lagunas, Dec. 2017

2 The "Suite" Spot - The Shift Towards Talent Acquisition Suites

In the job seekers' market, talent acquisition suites (TAS) are quickly becoming the preferred solution for high-performing organizations because they offer more of a "1-stop-shop" model, PLUS offer more modern user experiences, mobile readiness, deeper platform configurability, and modern APIs and integrations that seamlessly tie-in to third-party recruiting services. Additionally, many talent acquisition suites overcome the perceived integration advantages of an ERP vendors recruiting module through pre-built HRIS connectors that seamlessly pass data back and forth appropriately. Keep in mind, not all suites are created equal, but generally all provide a far better option compared to ERP modules and point systems.

> Top performing companies are **3x** more likely to invest in talent acquisition suites as a way to hedge against forecasted workforce volatility.[23]

This is good news indeed for talent acquisition leaders who may be at odds with their IT departments over recruiting system selection and implementation given that the prior generation's stand alone recruiting solutions (which most ERP vendors bought) were integration nightmares. In fact, if organizations include the need to integrate a myriad of third-party recruiting services (which traditional ERP solutions do not play well with), one could easily argue there is less integration work and pain associated with a talent acquisition suite. It is no surprise then that "top performing companies are 3x's more likely to invest" in talent acquisition suites as a way to hedge against forecasted workforce volatility.[23]

According to the IDC Marketscape report referenced earlier, **"standalone [recruiting] vendors remain a step ahead" in several key areas - specifically, those most likely to have a positive impact on both the candidate experience and the hiring team experience.**[24] Consequently, the need for innovative recruitment technology has spurred drastic shifts in vendor offerings, prompting some ERP-providers to completely shed their recruiting modules unable to keep the pace of product development on par with market demands. In January 2018, highlighting this most recent shift, SAP announced the launch of their new on-premise human capital management (HCM) Suite with one very noticeable change - the absence of their E-Recruiting module.[25]

[23] Laurano, Madeline. "ERP is not Enough." Aptitude Research Partners, Jul. 2016
[24] IDC MarketScape: Worldwide Modern Talent Acquisition Systems 2017 Vendor Assessment
[25] News Analysis - SAP HCM On-Premise Option for SAP S/4HANA

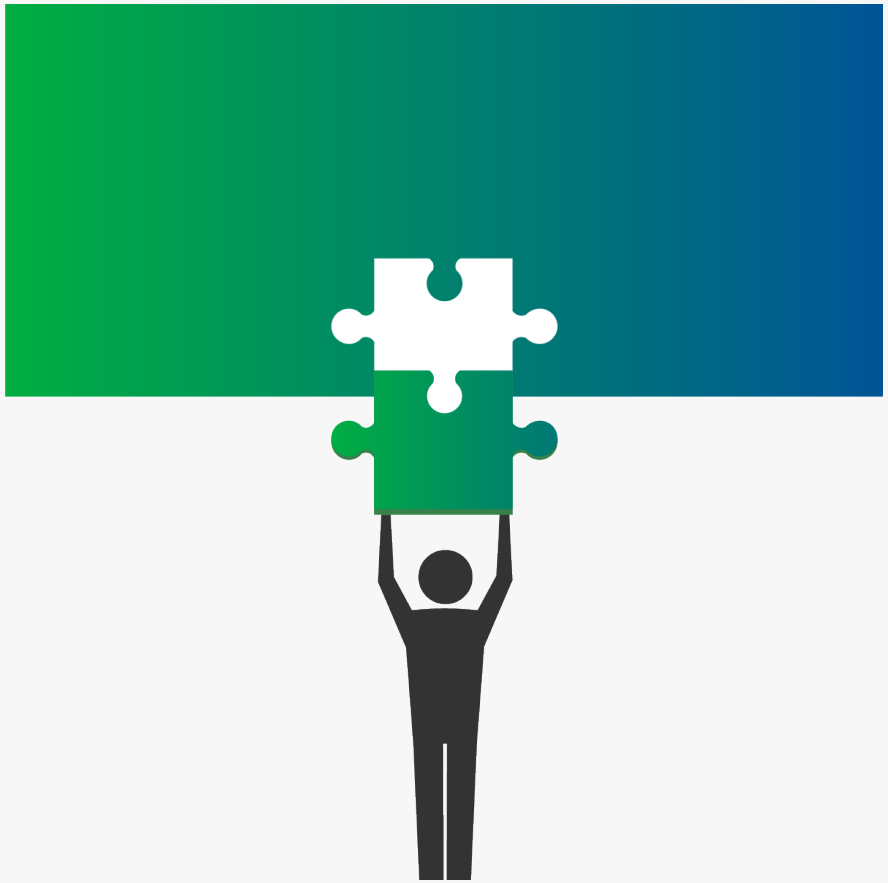
Checklist:
Choosing The Right Talent Acquisition Suite

- [ ] What functional gaps currently exist in our recruiting process? Does the identified solution fill these gaps?
- [ ] Does the identified solution provide the hiring teams the functionality they need to attract, select, and hire?
- [ ] Are we getting competitive recruiting tools like CRM, Recruitment Marketing, Social Integrations, A.I. with the identified solution?
- [ ] In what ways does the identified solution improve the candidate experience?
- [ ] What is the mobile experience like with the idenitified solution for all users - hiring teams and candidates?
- [ ] Does the business get a product all stakeholers will use with the identified solution?
- [ ] How much training is required to learn and maintain the identified solution?
- [ ] How many integrations are needed to our HRIS using the identified solution?
- [ ] Does the identified solution easily pass the data we need for our data warehouse? For reporting?
- [ ] How much work is entailed to integrate the identified solution to our assessment vendor and background check vendor?
- [ ] How often is new functionality added to the identified solution?
- [ ] What level of support is provided with the identified solution?
- [ ] Do vendors or third-parties implement/maintain the identified solution?
- [ ] What type of user community benefits, user group meet-ups, and/or peer networking events are included with the solution?

A True 1-Stop Shop With No Regrets

As discussed, talent acquisition suites offer customers the easiest and most direct route for elevating recruiting to a strategic company function. These systems flex and scale more effortlessly than other recruiting tech options as they are designed to help organizations across industries transform outdated hiring processes. In addition, talent acquisition suites empower companies to create highly attractive and engaging customer experiences that capture the attention and increase conversion of highly qualified talent. Finally, even though they are already more functionally complete, talent acquisition suites consistently deliver even more recruiting-specific innovation (as it is the sole product focus of their entire R&D org) on a frequent basis.

The components within talent acquisition suites generally align to phases within the recruiting funnel - namely, the attraction phase, selection phase, and the hire phase - enabling organizations to operate recruiting like a strategic sales and marketing discipline, while still accounting for flexibility and personalization across multiple workflows, departments, and product lines. Not to mention, they're able to go where most job seekers are found today -- on their mobile devices. To better understand the talent acquisition suite components and their inherent value, an overview of the base set of required capabilities for anyone seeking a suite are provided below and serves as a core requirements checklist for anyone considering new recruiting technology options.





Candidate Relationship Management (CRM)

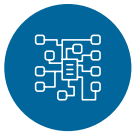
CRM, as it applies to recruiting, enables hiring teams to connect with talent ahead of demand. Think sourcing, only before an operation need or organizational vacancy exists. In tight labor markets, CRM is critically important because it provides immediate access to available talent, reducing application conversion time and lending efficiency to closure rates. Specifically, CRM lets hiring teams pre-emptively stack pipelines with qualified talent before a need is identified. With a pool of prospective applicants qualified and accessible, CRM lets employers engage and nurture these amassed talent pools through email campaigns and branded communications -- in essence, building deeper connections that help entice job seekers to apply when requested. Now, employers don't have to start from scratch each time a hiring need is identified because a bench of pre-qualified talent exists and is available on-demand. In a market where talent is scarce and time is of the essence, CRM provides organizations an advantage for acquiring talent quickly. Traditionally only available as a point solution, CRM should now be considered a core required module / capability of any leading talent acquisition suite. These offerings trump the standalone CRM point solutions by offering a far better experience for candidates who aren't passed through a disconnected process and also for hiring teams who aren't left with compliance nightmares from duplicative applications and candidate records. In a job seekers' market, CRM is no longer a nice-to-have, it's a must-have that provides a definitive edge to employers in a competitive and crowded talent market.



Recruitment Marketing

As discussed, job seekers have a lot of choices today, rending the level of competition for talent so severe that **84% of "best-in-class" companies struggle with recruiting today.**[26] So a positive candidate experience, where job seekers are treated like customers, is a huge differentiator in this fight. To tip the scales in their favor, many organizations resort to influential consumer strategies and marketing tactics educating job seekers on their brand and delivering a positive, more engaging experience both pre and during the application process. Specifically, recruitment marketing speaks to a set of recruiting practices and capabilities such as employer-branded career sites that use videos to increase engagement, event landing pages targeting specific applicants through imagery and storytelling, job advertisements designed around a day-in-the-life as opposed to a skills list, integrated social networks enabling employers to reach prospects where they are, and easier, more engaging application experiences. Thus, recruitment marketing enables employers to strategically leverage their brand as a way to target and connect with talent, creating a more consumer-like experience that builds brand awareness and fosters deeper engagement. When you talk to candidates like customers, the impact to recruiting is tremendous - recruitment marketing practices reduced organizations' time-to-hire by 20% and decreased their cost-per-hire by 16%.[27] It also improves new customer acquisition where positive candidate experiences lead to deeper consumer relationships with an employer's extended brand portfolio.[28] This explains why more than 70% of companies are investing in recruitment marketing capabilities over the next 12 months.[29]

[26] Chertok, Zachary. "The Financial Value of Recruitment Marketing." Business 2 Community, 3 May 2018, www.business2community.com/marketing/financial-value-recruitment-marketing-02021563
[27] Chertok, Zachary. "Full-Cycle Recruitment Marketing: Attracting the Unreachable." Aberdeen Group, Nov. 2017.
[28] The State of Candidate Experience in 10 Statistics
[29] Laurano, Madeline. "Recruitment Marketing Index 2017: Transforming Talent Acquisition." Aptitude Research Partners, Mar. 2017



Integrated Job Distribution

Posting a job advertisement to let job seekers know you're hiring is one of the most basic functions of recruiting and ranges from manually purchasing slots on individual job boards or advertisements on resume platforms, to contracting with agencies that advertise and post on employers' behalf. Yet, even as a basic recruiting function, ERP solutions generally lack this functionality, forcing users to either create manual workarounds or invest in point solutions like Talametry or Broadbean as a gap-fill. Consequently, job posting becomes an incredibly time-consuming and onerous process using an ERP, with no way to measure advertising effectiveness or identify high-performing candidate sources. Some leading talent acquisition suites offer *integrated job distribution*, enabling users to select and distribute jobs automatically to the best performing venues of their choice easily from within the system. Talent acquisition suites with integrated job distribution generally also provide additional visibility into more important sourcing metrics that let employers evaluate their advertising ROI and make necessary adjustments for maximizing recruiting budgets.



Applicant Tracking

Applicant tracking is the oldest and most traditional capability offering by recruiting software vendors and comprises the digital, inbound-process management tool for recruiters and hiring teams to organize job applicants across generally linear workflows. The ATS - as it's commonly called - serves as the legal system of record to ensure compliance with local HR laws (in regards to applicant flow, candidate rejection, etc.) and to, hopefully, understand where one stands with candidates for a given role. Historically, these solutions have been application centric - i.e. every time a candidate applies for a role it creates a duplicate record of that candidate - leading to severe usability and productivity issues. Furthermore, many ERP and legacy recruiting systems have taken a one-size-fits-all approach to the hiring process for all jobs, which leads to a great deal of the hiring activity happening outside the ATS. Ironically, this leads to poorer compliance. Fortunately, modern talent acquisition suites (born in an era where the candidate is king) tend to be architected as candidate-centric - meaning one record for all activity - which solves for duplication, user frustration, and simplifies compliance reporting. Importantly, talent acquisition suites understand recruiting, by its nature, is social and collaborative. As such, suites expect hiring managers to actively use the system and provide for both structured candidate feedback and unstructured discussions - which leads to capturing far more hiring activity and data naturally within the system.



Interview Scheduling

Interview scheduling is arguably the most laborious part of a recruiter's job. Here, recruiters must coordinate participants' schedules, secure interview locations or rooms, and book resources for hiring teams to meet with and evaluate a candidate. Calling it time-consuming is an understatement. On average, more than half of recruiters dedicate a full day per week just to scheduling, not accounting for the time spent on rescheduling, last-minute conflicts, communication lags, and scheduling errors.[30] Interview scheduling software fills a capability gap for users of legacy recruiting systems and ERPs, helping to automate many scheduling tasks. While arguably more efficient, these external solutions aren't always optimal given functional limitations and lack of customer support, leaving recruiters ensnared between systems.[31] Talent acquisition suites often offer built-in scheduling tools requiring no additional software investments or integrations. And, thanks to deeper compatibility with Google and Microsoft Outlook, they're far more efficient than their external counterparts with features like side-by-side calendar comparison, room visibility, automatic calendar updates, change notifications, and system-generated emails.

> On average, more than half of recruiters dedicate a full day per week just to scheduling.[30]



Interview Management

Scheduling is only half of the problem. Interviews themselves are often problematic where participants are ill-equipped and no structured way exists to accurately evaluate candidates -- issues scheduling software obviously does not and is not meant to address. Hiring managers and employee participants are generally not experienced interviewers. In fact, one study revealed "the ratings interviewers gave candidates had 'zero relationship' with how they'd do when they were working."[32] Hiring decisions are incredibly consequential to business outcomes and hinge on accurate and quality feedback. Yet, without consistent ways of eliciting responses, managing reviews, and comparing candidates, interviewers default to gut-feelings, where applicants deemed most qualified are those most like their interviewers, perpetuating groupthink and cognitive bias.[33] Talent acquisition suites help create fair and objective processes given organizational components that add structure and incorporate data like candidate-ranking systems, configurable scorecards to guide interviewers, integrated standardized assessments, and concealed reviews promoting impartial feedback. With a TAS recruiters are no longer tracking down feedback or working between systems, and interviewers get much-needed support for better evaluations. By digitizing the entire interview process from start to finish, talent acquisition suites deliver increased efficiency for coordinating interviews and help hiring teams make better hiring decisions, grounded in data.

[30] DeloitteCFO. "Developing Advanced Talent Analytics: Why It Matters to CFOs." The Wall Street Journal, Dow Jones & Company, deloitte.wsj.com/cfo/2015/09/09/developing-advanced-talent-analytics-why-it-matters-to-cfos-2/

[31] "Interview Scheduling Survey 2017." The Cronofy Blog, Cronofy, 24 Nov. 2017, www.cronofy.com/blog/interview-scheduling-survey-2017/

[32] Younger, David. "Manual VS Automatic Scheduling - Pros and Cons." TSM, 9AD, 2014, www.theservicemanager.com/manual-vs-automatic-scheduling-pros-and-cons/

[33] Baer, Drake. "5 Reasons Everyone Sucks At Interviews." Fast Company, Fast Company, 28 June 2013, www.fastcompany.com/3013595/5-reasons-everyone-sucks-at-interviews

Offer Management

Offer Management is an integrated component of many talent acquisition suites and provides hiring teams a digital approach for managing tasks and documents generally part of the offer process. With features like template management, electronic approvals, offer status updates, e-signatures, and process metrics, hiring teams are no longer reliant on manual workarounds or handling hard copies. Equally beneficial, talent acquisition suites often have pre-integrated recruiting services like background and reference checks, further centralizing activity to one system, which eliminates breakdowns in communication and prevents disparate processes. Delay is a deal-breaker in the offer process where every extra minute increases an organization's risk of losing their applicant. M**ore than 22% of offered candidates are lost to competitors simply because hiring teams don't move quickly enough, and this is data from a period of heightened unemployment where candidates have far fewer options than today.**[34] Users of legacy recruiting systems and ERPs are often disadvantaged during the offer process given their reliance on manual tasks, hard copies, and wet signatures. Consequently, this creates delays in the form of increased handoffs, communication lags, and heightened exposure to compliance and data security risks, while also jeopardizing the entire candidate experience by prolonged wait times. Technical agility is vital for quickly locking down top talent in a job seekers' market. So, talent acquisition suites lend tremendous efficiency by centralizing the entire offer process to one platform, providing valuable insights into process bottlenecks, and preserving the candidate experience as one seamless and secure step of the overall hiring process.



[34] Baer, Drake. "Hiring, Like Dating, Sucks; Here's How Startups Are Trying To Fix It." Fast Company, Fast Company, 11 Mar. 2013, www.fastcompany.com/3006365/hiring-dating-sucks-heres-how-startups-are-trying-fix-it



Onboarding

The period between offer acceptance and the first week of work is generally considered “onboarding” for new hires, and is an important last step in the hiring process. While onboarding is often considered the legal formality of employment acceptance, where pre-employment forms are completed, it also serves as the welcome period and introduction of new hires. Notably, it is also the last opportunity for organizations to deliver an exceptional candidate experience. Many talent acquisition suites incorporate onboarding functionality, ensuring a smooth transition from applicant to employee. Specifically, these systems enable the quick completion of I-9’s, e-Verify, and W4’s compliantly and without reliance on hard copies. In addition, employers can easily create task lists for new hires like ordering supplies, securing badges and building access, as well providing welcome videos and new hire trainings, all while monitoring performance and completion. Today, candidates have high expectations of employers and the first three months of employment are the most vulnerable period where a poor onboarding experience results in a 17% turnover of new hires.[35] With the stakes this high, onboarding must mirror the ease of the application process and continue as one seamless journey from beginning to end. When this happens, the results are incredibly impactful on retention where new hires are more than 69% more likely to stay with an organization for several years.[36]

> The first three months of employment are the most vulnerable period where a poor onboarding experience results in a **17%** turnover of new hires.[35]

Many employers onboard via point solution or rely on capability of their ERP system, which can feel disjointed and deliver a completely different experience from the rest of the process, leading new hires to second-guess their impressions of a future employer. Talent acquisition suites remedy this by enabling a candidate-focused experience from start to finish, so employers aren’t sacrificing an otherwise exceptional candidate experience during the last mile. And, since some suites offer seamless integrations to HRIS and ERP systems, employers truly enjoy a flawless transition from talent acquisition to talent management without any gaps in compliance and without alienating a new employee. In short, talent acquisition suites ensure the hiring process remains a positive experience for candidates all the way to the finish line, thereby protecting your recruiting investment for the long haul.

[35] Sullivan, John. “Adopt Same-Day Hiring or Lose Your Top Candidates With Multiple Offers.” ERE Media, 8 Feb. 2018, www.ere.net/adopt-same-day-hiring-or-lose-your-top-candidates-with-multiple-offers/

[36] Ellis, Allison M, et al. “Your New Hires Won't Succeed Unless You Onboard Them Properly.” Harvard Business Review, 16 Nov. 2017, hbr.org/2017/06/your-new-hires-wont-succeed-unless-you-onboard-them-properly. [37] “An Onboarding Checklist for Success [Infographic].” Octanner.com, O.C. Tanner Blog, blog.octanner.com/editor-picks/an-onboarding-checklist-for-success-infographic.



Analytics

Today, talent acquisition leaders have a seat at the executive table in part because recruiting analytics are changing the way companies hire, helping to identify unforseen costs and hiring process deficiencies that prevent positive business outcomes. In fact, 80% of the most mature organizations have improved recruiting efforts as a result of robust measurement and analytics efforts within the recruiting process.[37] The most valuable hiring data generally comes from talent acquisition suites that offer embedded page insights, analytics dashboards, ad-hoc report writers, APIs to extract complete data sets from personalized data marts, as well as hassle-free connectors to third-party business intelligence tools. These features give hiring teams and executives unfettered visibility into hiring performance, revealing useful data points like time-to-hire, time-to-start, source of hire, quality of hire, and average spend-per-hire, as well as other important predictors of recruiting process health. Legacy recruiting software and ERPs tend to fall short in reporting and analytics because their functional gaps equate to information gaps. Generally, there is just enough data to satisfy compliance reporting, but not nearly enough for assessing performance and measuring success. And without access to data, or where no data exists, it's incredibly hard to understand whether a hiring process is working for or against the bottom line.

> 80% of the most mature organizations have improved recruiting efforts as a result of robust measurement and analytics efforts within the recruiting process.[37]

Thus, talent acquisition suites are beneficial as they provide one-line-of-sight across all processes from source to hire, which produces complete datasets freeing hiring teams from piecemeal reports and incomplete analytics. Even better, the ease of integration afforded by talent acquisition suites and bi-directional data syncs with ERPs and HRISs eliminate black holes of information, letting organizations see the big picture. Actionable, data-driven insights help organizations become more strategic in recruiting and talent acquisition suites ensure your team isn't left in the dark.

37 DeloitteCFO. "Developing Advanced Talent Analytics: Why It Matters to CFOs." The Wall Street Journal, Dow Jones & Company, deloitte.wsj.com/cfo/2015/09/09/developing-advanced-talent-analytics-why-it-matters-to-cfos-2/.

Marketplace

Hiring processes don't exist in a vacuum. Most organizations rely on third-party recruiting services to augment their hiring process, services like background checks providers, assessment tests, drug tests, and references checks, among others. Today, most third-party vendors offer their services electronically providing convenience and quicker service delivery, and which also enables organizations to incorporate them directly into their recruiting processes. However, doing so generally requires building custom integrations for each service, a task that often falls on an organization's IT department to implement and manage, in the likelihood these systems integrate at all. Often, the addition of third-party services results in manual workarounds outside of recruiting systems, creating unnecessary workflows and inhibiting access to data. Many talent acquisition suites have identified this entanglement and offer employers a more viable solution in the form of a built-in hub or marketplace of pre-integrated third-party services. Such an offering lets hiring teams easily plug-and-play with third-party services, incorporating them directly into hiring workflows for easier access to data, without the need for custom integrations. Today, most talent acquisition suites offer some form of integrated recruiting service however, the number and variety offered varies.

The TAS Recap

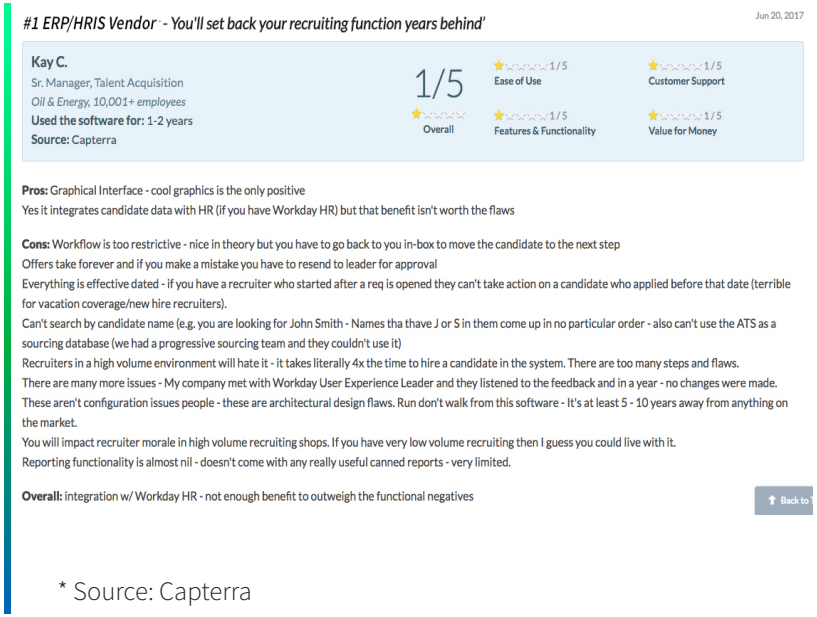
While this discussion is not a comprehensive list of capabilities offered by all talent acquisition suites, it is a framework for buyers conducting a cost/benefit analysis of recruiting technology. As true strategic enablers, talent acquisition suites functionally stack up best, while reducing complexity and lessening pain for IT departments -- a strong business case for organizations seeking to improving performance, growth, and longevity in unstable times.



3 ERP Systems =1 Vendor. 1 Solution. Multiple Headaches.

Despite evidence to the contrary, many organizations still opt for the recruiting module offered by their HRIS or ERP vendor, convincing themselves “it’s good enough” and can “still processes a hire.” They also may remember the integration headaches of the past where legacy, stand-alone applicant tracking systems were nightmares to manage and just want to avoid going that route again. Often times, these ERP recruiting modules are “thrown-in” for free as part of expansive enterprise license agreements. So why not go this route? It’s free to low cost, likely integrates seamlessly as it’s from the same vendor, and the demo appeared to showcase basic features that meet recruiting needs. This “One Vendor - One Solution” promise evangelized by the ERP vendors is obviously enticing.

However, in today’s volatile market, “good enough” isn’t going to cut it, especially with workforce shortages rising, businesses requiring social and mobile, and talent wanting to be treated like humans. Sadly, and all too often, companies only realize this after going all-in on the ERP promise, bestowing on their hiring teams a lousy module premised on an outdated approach to recruiting. Below is an online response from a somewhat despondent recruiting team reliant on an ERP vendor’s recruiting solution:



#1 ERP/HRIS Vendor - You'll set back your recruiting function years behind'

Jun 20, 2017

Kay C.
Sr. Manager, Talent Acquisition
Oil & Energy, 10,001+ employees
Used the software for: 1-2 years
Source: Capterra

1/5 Overall
1/5 Ease of Use
1/5 Customer Support
1/5 Features & Functionality
1/5 Value for Money

Pros: Graphical Interface - cool graphics is the only positive
Yes it integrates candidate data with HR (if you have Workday HR) but that benefit isn't worth the flaws

Cons: Workflow is too restrictive - nice in theory but you have to go back to you in-box to move the candidate to the next step
Offers take forever and if you make a mistake you have to resend to leader for approval
Everything is effective dated - if you have a recruiter who started after a req is opened they can't take action on a candidate who applied before that date (terrible for vacation coverage/new hire recruiters).
Can't search by candidate name (e.g. you are looking for John Smith - Names tha thave J or S in them come up in no particular order - also can't use the ATS as a sourcing database (we had a progressive sourcing team and they couldn't use it)
Recruiters in a high volume environment will hate it - it takes literally 4x the time to hire a candidate in the system. There are too many steps and flaws.
There are many more issues - My company met with Workday User Experience Leader and they listened to the feedback and in a year - no changes were made.
These aren't configuration issues people - these are architectural design flaws. Run don't walk from this software - It's at least 5 - 10 years away from anything on the market.
You will impact recruiter morale in high volume recruiting shops. If you have very low volume recruiting then I guess you could live with it.
Reporting functionality is almost nil - doesn't come with any really useful canned reports - very limited.

Overall: integration w/ Workday HR - not enough benefit to outweigh the functional negatives

Back to

* Source: Capterra

Interestingly, this feedback isn't all that uncommon, and is well-documented from hiring teams who use their ERP system for recruiting. In retrospect, however, it isn’t surprising at all that ERP systems are only great investments for post-hire processes like compensation, performance, and payroll -- in other words, those functions ERPs were originally designed for and which represent the lion’s share of an ERP vendors revenue.

Recruiting, however, is less like an infrequently-used back office process and more of a front-office marketing and sales discipline that requires high degrees of interaction between candidates and hiring teams. There are multiple reasons why settling for an ERP vendors' "good enough" approach to recruitment will hold companies back. The three primary reasons outlined below, and that should be investigated deeply during the selection process, are ERP systems' lack of deep recruiting functionality, their poor user experience both hiring teams and candidates reject, and, ironically, their creation of more integrations instead of fewer, as advertised.

Functionally Incomplete for the Foreseeable Future

As is the case for most of these systems, their recruiting modules were designed or acquired as a hasty response to customer demand for a "One Vendor - One Solution approach." Development resources for ERP systems are stretched across a number of different products, and recruiting generally gets shorted because it's not a primary function nor a primary revenue source for ERP Vendors. It's worth asking the question how much development work is realistically going to be devoted to a product that's often given away for free? This explains why vendors like SAP scrapped the recruiting module of their on-premise solution -- it simply can't keep up.

> More than 60% of companies using an ERP system today for recruiting seek a change.

ERP systems offer the most basic recruiting functionality in their modules, namely a variation of applicant tracking and onboarding, complemented by some analytic capability. Worse, some ERP recruiting modules were bought rather than built and reflect their legacy age poorly as they were architected during a time before mobile and social existed. In general, ERP recruiting modules offer far too little functionality to recruit strategically with CRM and recruitment marketing being the most glaring missing capabilities. ERP recruiting modules are like dinosaurs - virtually extinct from a value-add standpoint out of the gate and unlikely to ever catch up to the offerings from talent acquisition suites.

In contrast, talent acquisition suite vendors offer comprehensive functions out of the gate and have their entire R&D teams solely focused on improving and extending their talent acquisition offerings.

> According to Aptitude Research Partners, most of the dissatisfaction around recruiting technology stems from companies using ERP providers for talent acquisition as these systems are unable to keep up with market changes.
>
> APTITUDE RESEARCH PARTNERS
>
> SOURCE:
>
> Laurano, Madeline. "ERP is not Enough." Aptitude Research Partners, Jul. 2016

User Experience - An Afterthought

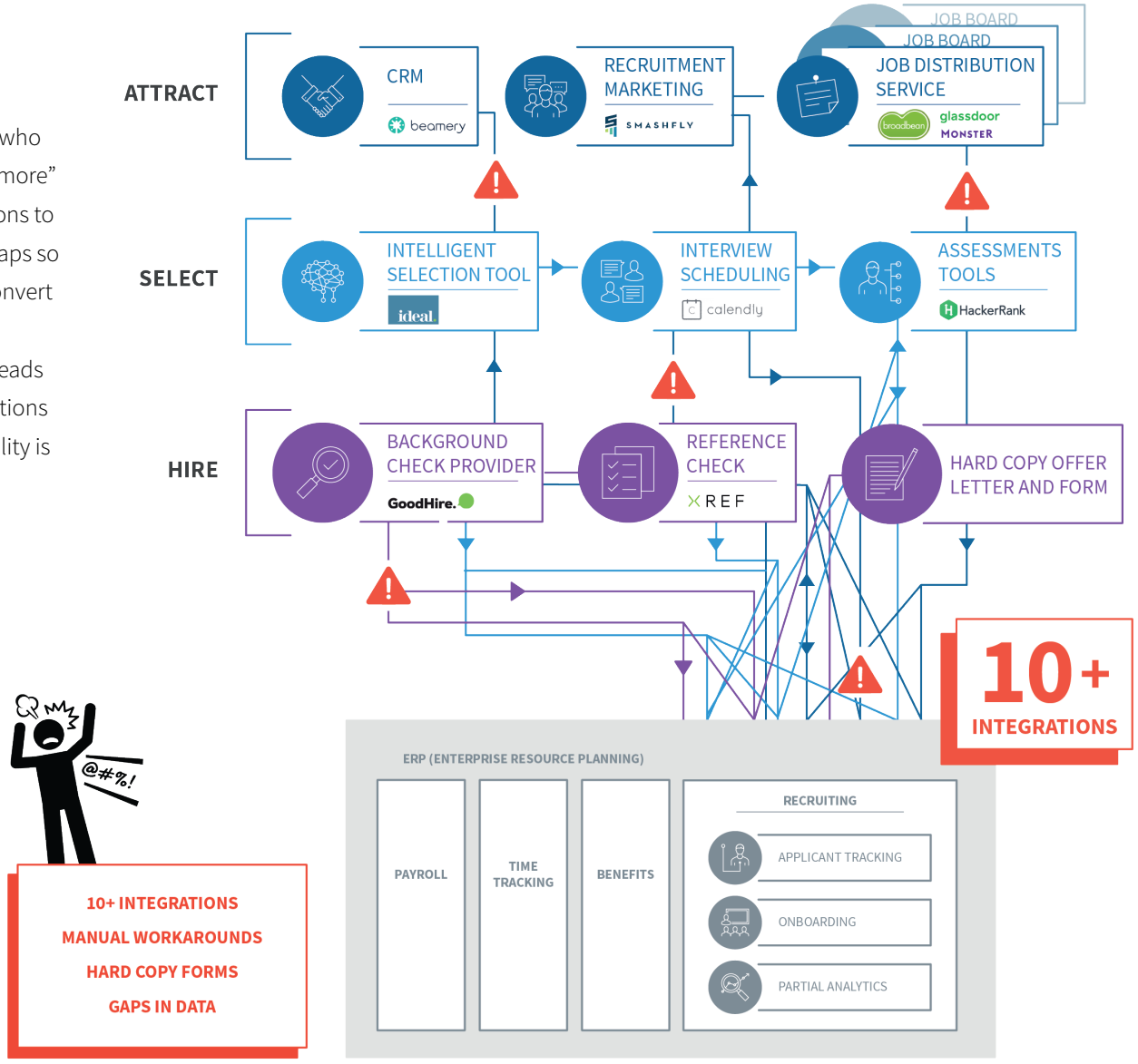
Equally lackluster is the ERP user experience. ERP systems are fundamentally designed to complete transactions, not for the consumer-facing tasks and conversational interactions recruiting demands. As such, their modules are plagued by excessive click-throughs and unnecessary process steps that create a terrible experience for hiring teams who may simply reject using the system. Today, recruiting teams need to move fast, but even something as simple as workflow configurability can take days in these systems, often requiring vendor support to complete. In addition, ERP recruiting modules create unwanted complexity for the simplest of tasks -- like moving a candidate between hiring process steps or finding and locating a candidate in the database. As these simple tasks add up, the entire user experience becomes a major productivity suck for recruiters who are already hard-pressed for time. Strategic hiring requires tools that make hiring teams' job quick and easy because top talent doesn't wait around in today's market. ERP systems are less than ideal choices for recruiters because their complexity hampers efficiency in a massive way and, usually, most of the recruiting activity happens off system which leads to major holes for compliance and performance analytics.

ERP systems deliver an equally (if not) poorer experience for job seekers because these systems were not initially designed as consumer-facing software. Recruiting modules of ERPs were first introduced when many industries were recovering from recession conditions, when talent was abundantly available because employment options were few and far between. So, candidate attraction and retention were non-issues. Today, the talent landscape is drastically different and increasingly mobile, yet these systems haven't changed all that much. While some ERP vendors have made nominal improvements and updates to their recruitment modules, many still lack recruitment marketing tools, offer few branding elements, and do little to advance candidate engagement. Without these tools at a hiring team's disposal, the candidate experience is virtually non-existent, meaning organizations who rely on their ERP systems for recruiting will have a difficult time standing out in a competitive talentscape.

> User Experience gives candidates a clear message about the investment (or lack thereof) an organization is making in its employer brand and its people.
>
> Gartner
>
> SOURCE:
>
> Technology Insight for Talent Acquisition Applications."
> August 2017 - Gartner, Inc.

Integrations - Not One, But Many

Many buyers are mistakenly motivated by ERP vendors' illusory promise of "One Vendor - One Solution," erroneously translated to mean far less cost and complexity around the number of integrations to establish and manage. Consequently, companies who purchase ERP systems are surprised to learn the "more" actually means more integrations, more applications to manage, and more resources to fill in functional gaps so hiring teams can effectively attract, engage and convert job seekers to hires. Thus, the "One Vendor - One Solution" mantra is actually a misnomer that misleads buyers into believing ERP systems are superior options to standalone recruiting technology, when the reality is not super rosey.



These are the typical integration surprises that buyers of ERP recruiting solutions discover and, as a result, nobody is surprised that **more than 60% of companies using an ERP system today for recruiting seek a change.**[38]

- **The Filling of Functional Gaps:** ERP systems offer the most basic recruitment functionality, offering some variation of applicant tracking, onboarding, and analytics. As such, many organizations are forced to purchase separate recruiting point solutions to fill gaps that are too large to ignore - often in the candidate-facing CRM, recruitment marketing, and referrals arenas. In addition to the large incremental costs (both for the software and the integration work), this solution of stitching together these core components creates a disjointed process for candidates and a nightmare for viewing holistic recruiting performance analytics.
- **Incorporating Recruitment Services Vendors:** Recruiting doesn't happen in a bubble - a traditional and compliant recruiting process relies on external services from job advertising partners, assessment vendors, reference check services and background check providers. Unlike leading talent acquisition suites, ERP systems usually do not offer a large set of deeply pre-integrated recruiting vendors. Unless organizations are willing to do manual "swivelchair-like" work across systems, they must build integrations (often point-to-point) between their ERP solution and these many vendors.
- **Integrating to Core HRIS Functions:** This issue irks buyers the most. Many ERP vendors' HRIS stack is comprised of a mix of organically built and acquired capabilities, which often run on different underlying technology stacks and data-models. Which means - quite simply - they don't integrate well together.

This translates into some lengthy unexpected integration discussions and development to make the ERP recruiting modules work seamlessly with the core HRIS system. Unfortunately, this work is often not budgeted (nor expected) by the buyer and so it doesn't happen -- leading to an onerous amount of manual effort, data deduplication, and upstream and downstream process breakdowns.

Avoid The Comparison Trap

The "One Vendor - One Solution" promise falls apart when ERP systems are used for recruiting. The limitations of their recruiting modules create obstacles for hiring teams and headaches for IT. It's therefore important to avoid the 'comparison trap' which all to often leads buyers to make ill-informed purchases. For example, many buyers mistakenly believe the purchase decision centers on an either/or comparision. Either we purchase one system that provides us "everything" we need (One Vendor - One Solution), or we end up purchasing two systems (1 HR system and 1 Recruiting system), which equates to increased costs, longer implementations, and increased risks. **This is a false trade-off** - recruiting is a strategic practice that demands its own system. Moreover, it is simply not true that picking a standalone recruiting system leads to more integration work and costs. This is a fallacy (and sales tactic) sold by ERP Vendors, when, in fact, ERP systems are not recruiting solutions. Moreover, **fewer than 30% of organizations would recommend their ERP solution as a substitute for a recruiting suite.** In short, they're not comparable systems because they were designed for different purposes. An ERP system is not a recruiting solution. So, before falling into the comparison trap when evaluating solutions, buyers should first consider the problem they're actually trying to solve. if you're trying to hire the best talent possible to compete in today's market, you need a talent acquisition suite. Full stop.

[38] Laurano, Madeline. "ERP is not Enough." Aptitude Research Partners, Jul. 2016
[39] Laurano, Madeline. "ERP is not Enough." Aptitude Research Partners, Jul. 2016

4 The Future of Recruiting is Smart

Organizations that thrive during disruptive times do so because they have the right intellectual capital in place - i.e., the best people. And that's where we come in. As a partner to more than 4,000 customers around the globe, SmartRecruiters supplies the strategic recruiting components employers need in one comprehensive and sophisticated suite that connects hiring teams and the talent they seek to hire in a human way. Even better, IT departments love SmartRecruiters because we remove the logistical complexity of multiple integrations, while harmoniously augmenting customer's existing systems like Workday, SAP, and Oracle, among others, using modern, flexible, and smart technologies. As a standalone talent acquisition suite, SmartRecruiters is designed and built on industry-leading research, complemented by real consumer feedback, to provide a system recruiting teams and hiring managers actually want to use, while helping executives stay ahead of disruptive workforce challenges and connected to top talent.

With SmartRecruiters we can not only create a better experience, but scale it into dozens of countries. It reflects well on our company and that's what it takes to hire the very best and win our most important battle — the one for global talent.

Halima Bousaidi
Talent Acquisition Manager
Gameloft

Too good to be true?

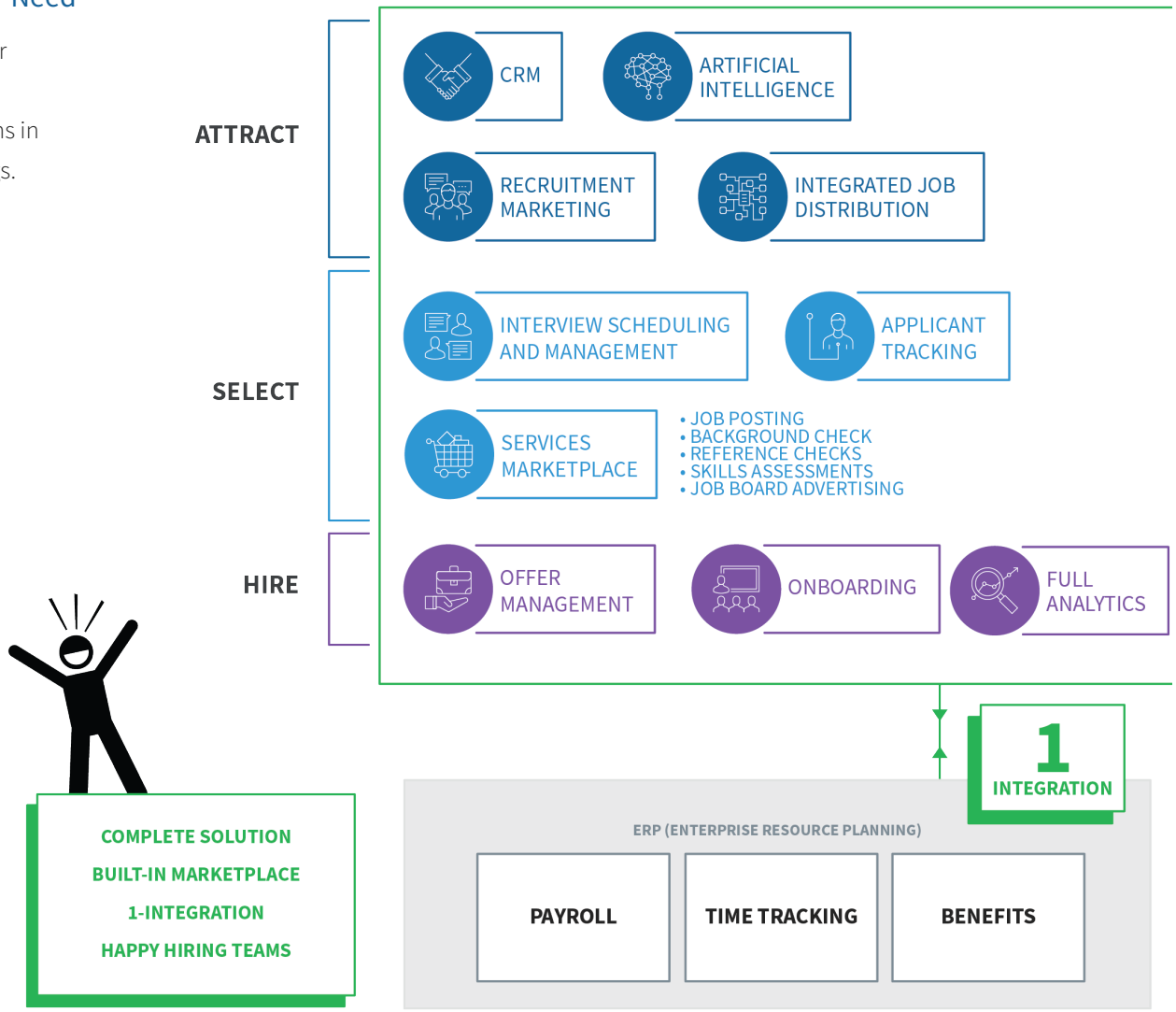
We get it. Like so many of our customers, you've been burned and abandoned by vendors in the past. But at SmartRecruiters, we have an entire product development department solely committed to delivering the absolute best recruiting technology on the planet. Unlike ERP vendors, our development and engineering teams are focused on eliminating integration issues, adjusting for data compliance needs, and providing intelligent and innovative automation IT teams can embrace, all while leveling the talent playing field to make it easier to attract, select, and hire the best talent. At SmartRecruiters, we're not just really great at delivering world-class recruiting software for industry giants like IKEA, VISA, and Bosch, we're a dedicated hiring success partner to organizations of all sizes and industries, providing previously unseen levels of support and strategic coaching to organizations looking to transform their recruiting function into a strategic growth enabler.

So, how exactly do we do this? SmartRecruiters' integrated Talent Acquisition Suite provides full-scale recruiting functionality across the entire talent acquisition funnel, from source to hire and onboard, delivered in one complete, flexible, and conversational platform that hiring teams, IT teams, and job seekers equally love.



The Only Recruiting Solution You'll Ever Need

The benefits of implementing SmartRecruiters far exceed what any ERP module or point solution could hope to deliver, including tremendous gains in recruiting efficiency, productivity and cost savings.



	SmartRecruiters Talent Acquisition Suite	Immediate Benefits
FULLY FUNCTIONAL SUITE	Everything needed to attract, select and hire top talent, accessible in one place. • ATTRACT: CRM, Recruitment Marketing, Intelligent Job Distribution, Complete Mobile Accessibility, Social Integration • SELECT: Applicant Tracking, Integrated Calendars, Interview Scheduling, Interview Management, Analytics and Predictive Data • HIRE: Digital Offer Management, Onboarding, World's Largest Marketplace of Recruiting Services	Robust talent acquisition functionality without gaps, enabling customers to connect with talent ahead of demand all the way through welcoming new hires onboard. Powerfully complete recruitment functionality in one modern platform -- no bolt-on's required.
ENGAGING EXPERIENCE	Designed for those who use it and those who want to use it -- conversational, friendly, connected. Say goodbye to working between systems with hiring teams centered in one place, and make candidates happy with a delightful recruiting experience from start to finish. Welcome to a more human way of recruiting.	Connect more deeply with top talent and make better hires together thanks to an incredibly-friendly user experience. Enjoy increased recruiter productivity, thorough candidate evaluations, quicker feedback, and stronger hiring team engagement.
ENTERPRISE PLATFORM	A modern recruiting platform designed for organizations of all sizes and industries to accomplish their hiring goals wherever and whenever. Experience flawless global scalability, backed by enterprise-grade security and built-in privacy controls helping customers meet even the toughest compliance objectives like GDPR and Russian Federation privacy laws, among others.	Compliance is a breeze by eliminating the hassle of having data (often duplicative) across multiple systems. Easily manage data privacy and global compliance initiatives from one platform. Enjoy built-in privacy and data retention controls, reducing vendor dependency and support costs, while empowering hiring teams.
PRE-INTEGRATED ECOSYSTEM	Enter the world's largest marketplace of recruiting services and enjoy direct access to plug-and-play third-party recruiting services. Select background providers, skills assessments, reference checks, and more, launched directly from a step within your existing workflow without the hassle of integrations or vendor configuration.	Self-configure your hiring process with a convenient built-in Services Marketplace, simplifying the use of third-party services with only one (1) integration to your HR Suite. Experience the convenience of hundreds of pre-integrated recruiting services and apps at your fingertips.
EMBEDDED INTELLIGENCE	With embedded layers of artificial intelligence and machine learning deeply woven into the architecture of the SmartRecruiters platform, customers can optimize their entire talent database and prioritize the selection process with intelligent candidate matching and engagement. Activating your Recruiting Assistant delivers sourcing efficiency, reduces advertising spend, and identifies higher-quality talent in seconds.	Now, hiring teams can out-source and out-network the competition by reaching and connecting with top talent first, thanks to intelligent recommendations and deeply embedded candidate engagement tools that make staying-in-touch easy.

When it comes to recruiting, SmartRecruiters has you covered. As a complete and holistic recruiting suite, we eliminate the integration mess and expense that comes from purchasing multiple point solutions. Not to mention, we seamlessly integrate to your core HR and ERP systems like Workday, SAP, Oracle, and others, significantly reducing the time and complexity of managing multiple integrations to recruiting service providers or bolted-on point solutions. Moreover, SmartRecruiters Talent Acquisition Suite grows as you do, enabling organizations of all sizes to easily enhance and scale their hiring process in a few simple clicks, without reliance on vendor support. And given our dedication to creating the absolute best talent acquisition suite on the planet, we're confident SmartRecruiters is the last recruiting solution you'll ever need. Complete. Seamless. Easy. -- that's the SmartRecruiters difference.

> SmartRecruiters "is designed to solve real-world problems not just for today but also for tomorrow's workforce: from analytics embedded across key workflows and processes to user-defined language defaults to integrations with productivity tools like Slack and Chatter. SmartRecruiters' forward-thinking approach toward determining and designing features leverages extensive research, customer feedback, and an intimate understanding of industry practices…"
>
> IDC Analyze the Future

A True Partnership for Hiring Success

Making the right hire is far from inconsequential -- now more than ever. So, organizations need a solution that keeps pace with market disruption and job seeker demands, as well as a dedicated partner for support along the way. When it comes to your hiring success, we're in this journey together:



Dedicated Support - Enjoy a holistic approach to implementation, ongoing product training, and end-to-end customer support from an experienced team of implementation experts, certified technical specialists, and dedicated account managers who partner with you every step of the way for self-sufficiency and lasting success.



Continuous Innovation - Your voice matters, so customers get a seat at the table when we plan our product releases, helping keep our roadmap relevant and responsive to industry trends and so we deliver what's truly needed to achieve hiring success, even as the market shifts and candidate preferences change.



Talent Acquisition Community - When you embark on your journey to Hiring Success, you are instantly joined with thousands of other SmartRecruiters customers from around the globe with opportunities to connect and share recruiting successes and challenges at product advisory board meetings, customer meetups and social events, and at our annual user conference, which attracts industry leaders from all over the world.

SmartRecruiters is Your Lifeline

As an IDC-recognized industry leader in the standalone recruiting suite classification, SmartRecruiters is highly revered as “consistently out-innovating the competition,” elevating recruiting to a strategic discipline, complemented by unparalleled platform extensibility, usability, and scalability. SmartRecruiters adds value today - and into the foreseeable future - well ahead of what ERP systems and point solutions can deliver. Coupled with our robust customer success program (referenced above), SmartRecruiters is the only standalone recruiting solution that is strategically designed to help employers actively improve their overall recruiting practice and accomplish what we refer to as “Hiring Success” -- which these days goes a long way when corporate longevity is at risk.

Talent is scarce, and without the right people in place corporate lifespan is significantly diminished. Recruiting is the lifeline that enables organizations to withstand impending volatility. History demonstrates the “wait-and-see” approach no longer works and complacent processes lead to devastating business consequences. After all, 9 out of every 10 Fortune 500 leaders since 1955 are now gone. To compensate, leadership must up the ante in talent acquisition and rely on technologies that help them strategically attract, select, and hire talent if there is any hope of survival. The world is changing at a very fast pace -- the question is will you change with it?

Lets take the first step to Hiring Success together!

Contact Us:
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www.smartrecruiters.com



SmartRecruiters' Talent Acquisition Suite is used by high-performance organizations for making the best hires. It has full functionality for recruitment marketing and collaborative hiring built on a modern cloud platform with an open marketplace for 3rd party recruitment services. Unlike the first generation applicant tracking systems it replaces, SmartRecruiters provides an amazing candidate experience, hiring managers actually want to use the product, and recruiters love us because we make their jobs easier. Companies like Visa, Skechers, Atlassian, Equinox, and Alcoa use SmartRecruiters to make recruiting a competitive advantage.

For more information, follow us at @SmartRecruiters, on LinkedIn or visit us at smartrecruiters.com.

The content provided here within is SmartRecruiters understanding of applicable legislation as of September 2017. Each customer is recommended to consult with their in-house compliance and legal officer to validate and verify the law as it relates to recruiting and employment practices.