

**IBM
Talent
Acquisition
Optimization**



Reinventing Talent Acquisition

A candidate-first, cognitive-enabled approach that delivers business results

Changing the conversation about talent acquisition

The right talent is the only route to your continued growth and success. Yet you're faced with a number of hurdles: a global shortage of labor, technical skills deficit, generational attitude shifts about employment and applicants who demand a culture that fits their worldview.

In this new reality, the old models of talent acquisition simply aren't getting the job done. It's time to change the conversation . . . and it's time for a new approach to global talent acquisition.

At IBM Talent Acquisition Optimization, we know the right approach is the one that's designed to solve your business problems and exceeds ever-changing candidate expectations. We deliver that through a cognitive-enabled, uniquely branded candidate experience from initial consideration through onboarding.

Every day, we solve this problem for companies around the world in a way no other RPO provider can. We start with your unique business goals and a profound understanding of how candidates want to form employer relationships, and then we create a cognitive-powered process, customized for your company to find and attract qualified, right-fit candidates who become engaged, passionate employees.



What sets us apart

IBM Talent Acquisition Optimization is a globally recognized RPO partner, delivering an engaging candidate experience at every touch point. Here's what makes us different:

1. Cognitive-enabled recruiting

Cognitive technology is changing the way talent acquisition is done, from recruiting operations to onboarding and HR analytics. As the leader in cognitive-powered business processes, we've put the potential of cognitive computing to work for IBM Talent Acquisition Optimization clients to drive a richer candidate experience, better hiring decisions and more efficient recruitment processes.

2. IBM Design Thinking

How do we work with you to build a talent acquisition program that meets your unique business needs and creates an optimal candidate experience? The answer is IBM Design Thinking. At the beginning of your implementation, your IBM Talent Acquisition Optimization team will facilitate a two-day design thinking session with you, where we'll work together to identify the outcomes you want and work backwards from there to create the fundamental processes and milestones to achieve them.

3. Integrated employment branding

Employment branding — the expression of your unique culture through a creative and compelling employee value proposition (EVP), career sites, social media, recruitment marketing, recruiter-candidate interactions, and everything else — is embedded into our offering. This means that every step of the candidate journey will reinforce your signature culture and that the recruitment experience itself will serve as a primary driver of talent quality and retention success.

4. Global reach

We have 12 delivery centers strategically placed around the world to power culturally appropriate hiring processes in each location where your company operates that align with your overall business goals. IBM has additional regional offices, providing flexible support to our RPO offering.

Transformative business results

What do you get when you design a talent acquisition plan to fit perfectly around your unique global hiring challenges, reinforce your one-of-a-kind employer brand and leverage the most powerful available technology? You get results.

**Dramatic
reduction in cost
per hire**

40
days to fill
*Average of all 2016
reporting accounts

Only 2%
agency utilization
*Average of 6 largest 2016
reporting accounts

**Consistent
improvement in
hiring manager
satisfaction**

An experience designed from the candidate perspective

The candidate experience begins before a prospect even considers looking for a new job. And it continues well into their first months of onboarding. What ties these disparate events together is a strong, compelling employment brand. IBM Talent Acquisition Optimization is the only global RPO provider that builds your recruitment program from the candidate's point of view with your unique employment brand at its center.

The Candidate's Recruitment Journey



Activate

IBM Talent Acquisition Optimization relies on multiple concurrent strategies to activate a candidate's search.

- Recruitment marketing
- Proactive and intensive sourcing
- Social recruiting
- Brand ambassadors



Searching

When talent is looking for the right opportunity, we make sure they can find you and optimize their experience when they do.

- Mobile-responsive career site
- Strategic job board
- Search optimized job pages



Consideration

For candidates who are researching companies, how you present yourself and your opportunities can get your company on the short list.

- Culture blog
- Realistic job previews
- Employee testimonial videos



Application

No matter which applicant tracking system (ATS) you're using, IBM Talent Acquisition Optimization can integrate it for a seamless candidate experience. From there, our recruiters take over for high-touch engagement.

- ATS integration
- Pipeline engagement
- Talent community management

Cognitive Enablement

By first identifying which stages in the candidate journey are ideal for automation, IBM Talent Acquisition Optimization can add cognitive processes that provide:

- More personalized candidate communications
- More accurate, faster sourcing for recruiters
- Better understanding of job fill complexity
- Enhanced candidate management from beginning to end



Screening

Thanks to your strong employment brand, as well as proactive and intensive sourcing, your IBM Talent Acquisition Optimization recruitment team has a robust pipeline to work with.

- Cognitive-enabled skills and culture matching
- Initial phone screen
- Slate selection
- Scheduling hiring manager interviews



Selection

Once the hiring manager has determined the final hire, IBM Talent Acquisition Optimization can manage the offer process and engage with the runners-up who could still be optimal fits for other positions in your organization.

- Offer management
- Background checks
- “Silver medalist” engagement



Onboarding

IBM Talent Acquisition Optimization can transition your new hire from candidate to employee.

- New employee paperwork
- Cognitive-enabled training
- Hiring manager transition



Employment Branding

The center of the candidate experience

The mission of IBM Talent Acquisition Optimization is to understand what makes people great at what they do and help them find where they fit best. Success doesn't come just by filling job openings, but through recruiting and hiring people who are inspired in their work.

We believe the foundation for successful hiring is employment branding, as expressed through your company's culture and EVP. IBM was the first talent acquisition provider to go to market with employment branding embedded in our RPO services.

Your culture and EVP informs the employment branding services and materials we deliver. Our in-house, award-winning creative team — subject matter experts on recruitment and branding — expresses your brand consistently across all media and applies it to every step of the candidate experience.

Culture research

Culture fit is just as important as a candidate's resume, and it's difficult for any company to examine its own culture objectively. IBM researchers use quantitative and qualitative assessment tools — surveys, interviews, focus groups and observation — to uncover your unique culture.

Surveys empower all employees to give feedback, and the results offer insight on whether aspects of your culture are companywide or department specific. But surveys aren't enough. Real conversations with employees enable researchers to collect stories and other impromptu expressions of culture.

This research adds heart to the rational process. IBM uncovers the emotional differentiator for both your company and your ideal candidate, finding people who have the persona to thrive in your culture and become your best brand ambassadors.

Employee Value Proposition (EVP)

Unlike other vendors, we take a deep dive into your culture to create an EVP, an authentic description of your culture and a profile of the employee who thrives in your organization. Your EVP is the inspirational essence of your recruitment messaging and employee engagement strategies.

With a clear, resonant EVP underpinning every touch point of your candidate experience, you'll attract best-fit recruits and equip them to make a well-informed decision about your company.



Brand deployment

IBM Talent Acquisition Optimization infuses every step of the talent acquisition journey with your employment brand. This is most obvious in the attraction and hunting strategies used to pull the right talent into your recruitment funnel.

Those companies
who have a
strong employer
brand...

Drive
2.5x
applicants per job

Have a
28%
lower turnover rate

See a
43%
decrease in cost
per hire

Register a
36%
gain in share price
over a 5-year
period

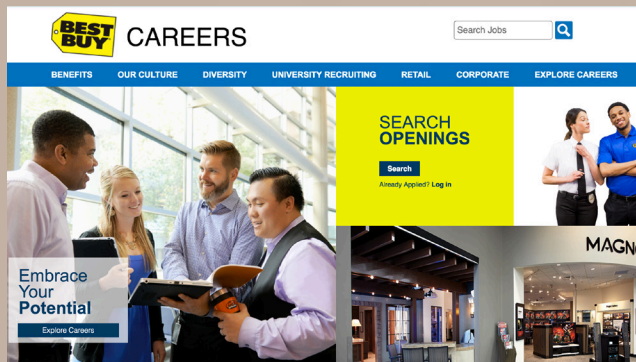
Source: LinkedIn Business

Candidate attraction

Becoming a beacon for the right talent

When it comes to drawing passive candidates and engaged career-seekers to your organization, a strong and resonant employment brand is a foundational first step. But once you have that, how you express that brand will be the determining factor in the strength of your candidate pipeline.

IBM Talent Acquisition Optimization intentionally directs your employment brand to attract the right people, create a consistent candidate experience across the recruitment journey and maximize candidate quality and retention over time.



A magnetic career site

Many career sites (or career pages on your corporate site) just sit there, waiting to be found. We take a different approach. As the living hub of your employment brand, your career site from IBM Talent Acquisition Optimization is built to attract talent with:

- Search-optimized job descriptions, straight from your applicant tracking system (ATS)
- Dynamic content that boosts search ranking over time
- Culture fit tools that encourage interactions
- Blogs and videos to promote time on the site
- Prominent, tested calls to action to apply or join the talent community



Targeted recruitment marketing

Whether it's to support a hiring spike or create employment brand awareness, online and offline recruitment marketing works when it's done right. We'll feature your employment brand in the right places, where your prime targets already are. This can mean paid search, paid social ads or online retargeting, or more traditional channels like trade publications, billboards or transit ads. Every recruitment marketing strategy is built around where your target talent is active.



Social recruiting

Your IBM Talent Acquisition Optimization recruitment team partners with our social media strategist to develop effective social recruitment messaging based on your employment brand. Concurrent with position-specific social recruiting, our social media team will develop a strategy designed to attract new candidates to your website based on culture. This message consistency ensures that the experience candidates are promised online is fulfilled when they meet with a recruiter.

A man with short dark hair and glasses, wearing a blue and white plaid shirt and tan trousers, is sitting on a white concrete ledge. He is looking down at a smartphone in his right hand. A silver laptop is open on his lap. To his left is a green bush. The background is a blurred outdoor setting with a paved area and some trees.

Candidate hunting Activating and engaging targeted talent pools

Recruitment teams at IBM Talent Acquisition Optimization have access to unique resources that make targeting and capturing top talent more effective.

Sourcing strategies

Our Sourcing Science team helps manage portions of your sourcing strategy to ensure continuity and creativity to help drive your candidate pipelines. We employ high-touch sourcing strategies from start to finish for critical requisitions and projects in need of high-level sourcing support. Services include:

- In-depth market talent analysis
- Custom sourcing plan development
- Hidden talent pool identification
- High-touch networking
- Targeted list building
- Ongoing sourcing training for recruitment teams
- Talent community management
- Job board strategy and execution
- Video voicemail and email campaign deployment

High-touch talent ambassadors

Because of our sourcing and market research capabilities, your IBM Talent Acquisition Optimization recruitment teams spend less time processing candidate data and more time engaging with candidates, guiding them through your custom-crafted recruitment process. IBM Watson Recruitment helps use cognitive technology to make this possible by automating labor-intensive, repetitive sourcing and outreach tasks. This one-of-a-kind setup means that the recruitment team also has a closer, more collaborative relationship with your hiring managers, leading to higher quality candidate slates and greater overall hiring manager satisfaction.

Market research

Before you enter a new region to seek out talent, our researchers determine whether that region can provide the talent you need. In some cases, we've had clients change their plans on where to open a new location based on the regional talent data we brought to the table, saving millions.

Talent communities

After years of cultivating and engaging with skill-specific talent communities, our recruitment teams often have outstanding candidates in mind before your requisition even opens. The relationships they've built with candidates over the years help them gain more candidate access and better responses from the most sought-after talent. Creating culture content to continually reinforce your employment brand and sharing this within your talent community – even when there are no matching positions open – is another way to keep these desirable candidates receptive to recruiter approaches.

Global made local

Wherever your talent needs are, we're already there. IBM Talent Acquisition Optimization has hired candidates in more than 120 countries, and we provide services in more than 30 languages. Our market engagement and sourcing science specialists are positioned to research and recommend markets, and our global recruitment teams hire for your hardest-to-fill positions and most challenging regions.

Analysts have taken notice. The 2017 Everest Group's PEAK Matrix™ Assessment of RPO providers states that IBM Talent Acquisition Optimization "is one of the few providers that can boast of a global presence as well as a global client base" and "can service very large and complex multi-continent deals."



RPO delivery centers

Krakow, Poland

Budapest, Hungary

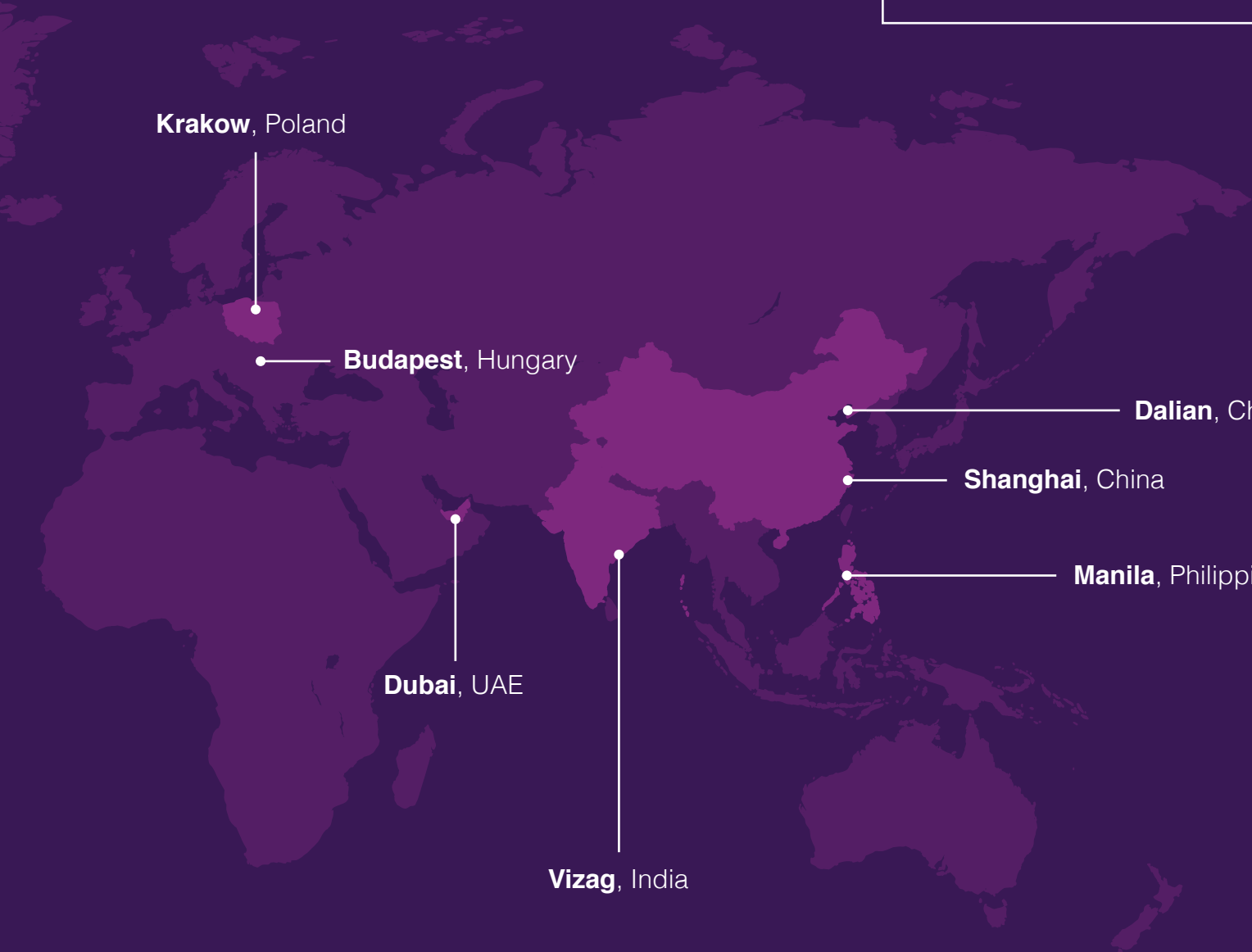
Dalian, China

Shanghai, China

Manila, Philippines

Dubai, UAE

Vizag, India



Making it happen

Execution and measurement

How we work with you



Offer management

Once your hiring manager has chosen from the ideal slate of candidates, our recruitment team can take it from there. We can deliver the offer, manage negotiations, handle the background check and deal with the hiring administration so all your hiring manager has to worry about is getting ready to hand off work to the new hire.

Optimized onboarding

The talent acquisition journey doesn't stop when the paperwork is signed. In fact, a sub-par onboarding experience is a major contributing factor for year-one attrition. IBM Talent Acquisition Optimization can handle basic organizational training and provide a cognitive-enabled learning experience to answer most new hire questions. This will free the hiring manager to focus conversations on strategy to get your new hire ramped up more quickly.

IBM Watson Recruitment: A cognitive edge for recruiters

As the leader in cognitive business application, IBM has developed a one-of-a-kind cognitive system to automate some of the more time-consuming aspects of the recruiter's role and deliver more consistent, positive results. When integrated with your ATS and CRM, IBM Watson Recruitment provides recruiters with an at-a-glance understanding of:

- Which requisitions will require the most time and attention
- Which applicants in your ATS and CRM are the best fit for every requisition
- Predictions of candidate success
- Real-time social sentiment of your employment brand, so they're better positioned to sell your culture and benefits to highly sought-after candidates

IBM Watson Recruitment applies insights gathered from predictive analytics to the recruiting process. Examining the skills, experience, expertise and personality of individuals in your talent pools, the system shows our recruiters which candidates should be a high priority and why. Feedback on new hires and turnover data "teaches" IBM Watson Recruitment so that it more effectively identifies and recommends candidates, and predicts which employees will succeed and stay with your company.

Numbers don't lie

When you work with IBM Talent Acquisition Optimization, you'll never wonder whether your talent acquisition strategy is working. You'll have clear sight lines into your recruitment metrics through quarterly and annual business reviews, and if required, a custom-built, real-time metrics dashboard. This makes reporting to your organizational leadership effortless and gives you a thorough and accurate snapshot of our shared success.

Common metrics we share include:

- Time to fill
- Candidate quality
- Cost per hire
- Candidate satisfaction
- Hiring manager satisfaction
- Attrition/retention
- Job board strategy and execution
- Video voicemail and email campaign deployment

Ready to transform talent acquisition at your organization?

Find out more now

Let's have a conversation

Visit ibm.co/RPOConsult to request a meeting

See your potential return on investment

Go to ibm.co/ROI Calculator

Get in touch now

Email talentao@us.ibm.com to set up a consultation

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