

# IBM Smarter Workforce

## Business Partner Guide

A Seller's  
Roadmap  
to Success



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THANK YOU!!

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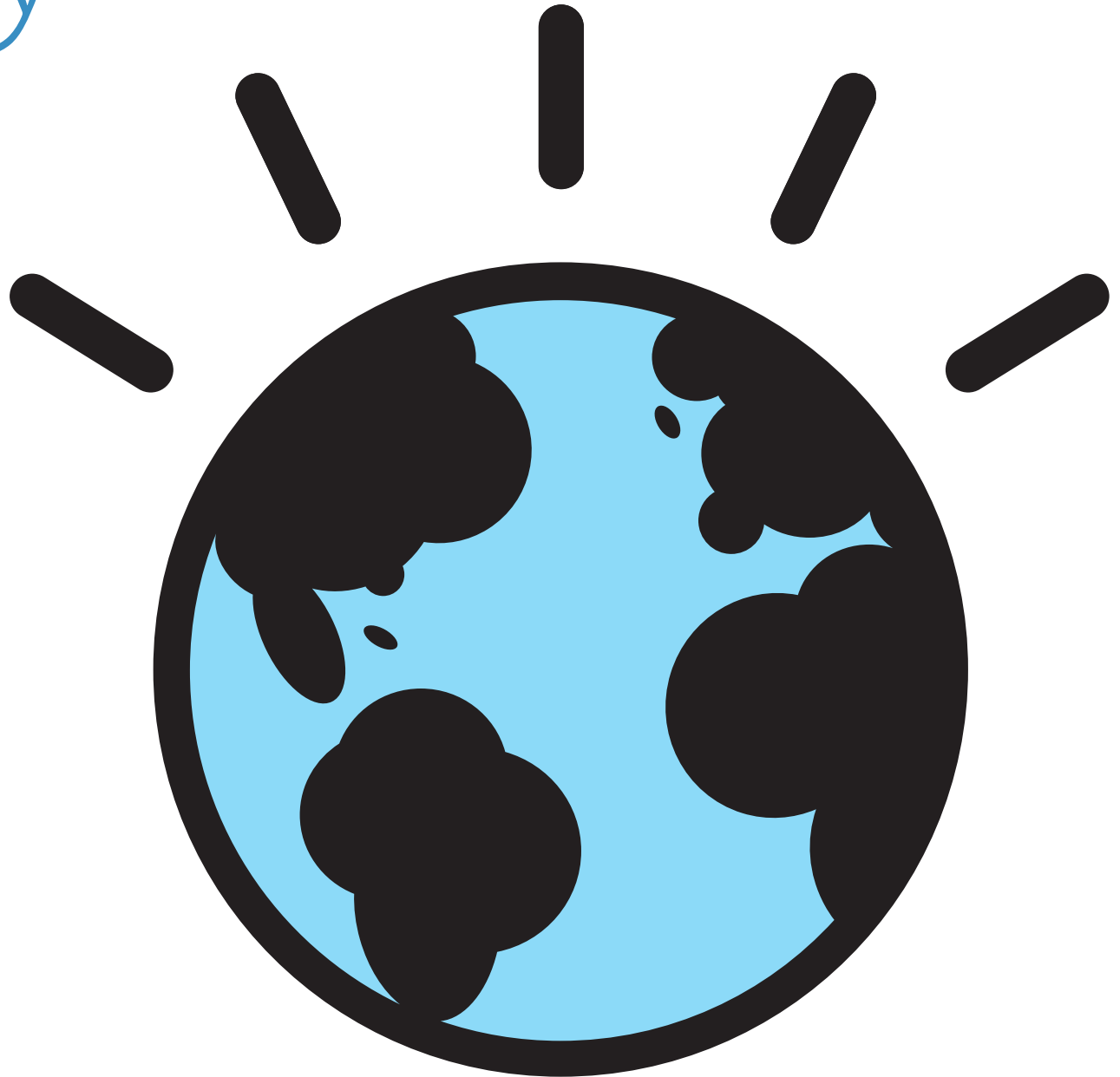
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# The Journey to Become Smarter

In this chapter, we cover some basics about building a Smarter Planet and a Smarter Workforce.



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## A Smarter Planet

Since 2008, IBMers have been working with companies, cities, and communities around the world to build a Smarter Planet. We've seen enormous advances, as leaders have begun using the vast supply of big data to transform their enterprises and institutions through analytics, mobile technology, social business, and the cloud. Big data has changed how these leaders work, how they make decisions, and how they serve their customers. And the ability to harness big data is giving their enterprises a new competitive edge in today's era of "smart."

### Using Analytics, Not Instinct

Executives have traditionally regarded experience and intuition as the keys to formulating strategy and assessing risk. That type of thinking may have worked in an earlier time of information scarcity—but not in the time of big data. When every company, every city, every country, every individual is increasingly interconnected with millions of others, the cost of a bad call can be devastating. But analyt-

ics is increasingly helping business and government leaders look beyond their own biases to discern real patterns and anticipate events.

A decade ago, a police department developed an analytics platform that created multi-layer maps and spreadsheets to identify and verify patterns of criminal activity—visualizing knowledge about where, when, and how violent crime takes place. The police department changed its patrolling strategy as a result—and reduced crime by 24 percent.

### Social: The New Production Line

In today's knowledge economy, the exchange of ideas has become the new means of production. The advent of social and mobile technology is shifting employers' competitive edge from hiring workers who gather knowledge to hiring workers who communicate it.

A \$15 billion cement maker wanted to create its first global brand of concrete, which required a coordination of stakeholders from each country. The company



*Social networks shift value in the workplace from knowledge that people possess to knowledge that they can communicate.*

*Effective marketing no longer aims publicity at broad demographic groups—it opens conversations with individuals.*



didn't build a new lab. It built a social business network. Employees in 50 countries formed one global active community whose collaboration helped launch the brand in a third of the anticipated time.

### **No Individual Is a "Segment"**

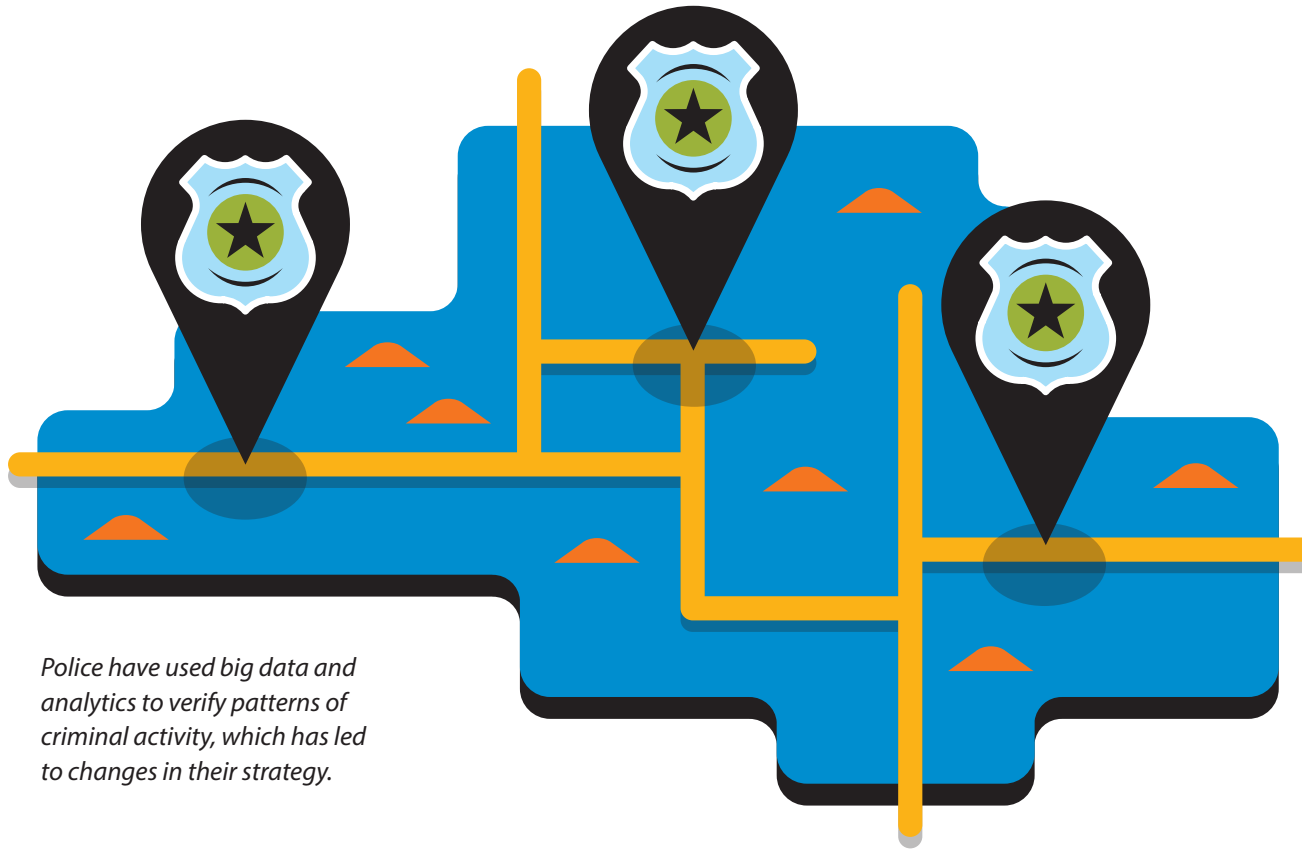
In the age of mass production and mass media, marketers generally understood and served broad population "segments." But the age of big data and analytics is revealing customers not as demographic

slices—based on age, income, job title, hobby, and the like—but as individuals.

And this change is already underway. Call centers used to be evaluated by how quickly they could get employees to spend more time with customers to learn about their needs. Advertising used to be only about selling. Now, smarter marketing starts conversations and delivers useful services—to one individual at a time.

### **Finding Success on a Smarter Planet**

Organizations that adopt these principles, as thousands have, are smarter enterprises. But using technology is only part of the story. The other challenge now is culture: using this emerging technology to change entrenched work practices.



*Police have used big data and analytics to verify patterns of criminal activity, which has led to changes in their strategy.*

## More on the Web

- [A Smarter Planet info on IBM.com](#)
- [IBM Smarter Planet \(2:14\)](#)



- [IBM CEO Ginni Rometty on IBM Smarter Planet \(58:17\)](#)





## A Smarter Workforce

*“I believe the real difference between success and failure in a corporation can very often be traced to the question of how well the organization brings out the great energies and talents of its people.”*

—THOMAS WATSON, JR., FORMER CEO OF IBM

Work. It is something nearly 3 billion people do virtually every day, but according to a 2012 survey from Salary.com, few of us really enjoy it (Gouveia, 2012). As a society, we seem to view work as a necessary evil, something we have to do rather than want to do.

Through the years, work has gone from a means of providing basic needs, to granting dignity, status, and satisfaction. Work will eventually become a means of identity—a time when the work you do will proudly define who you are. This evolution is placing added complexities on businesses as they engage the individual, recognize talent, attract the very best, and open up channels of communication and collaboration. If we can help employees understand their true talents and, in

turn, help them find work that will use their full capabilities, the employee and the employer will both benefit. This requires a fundamental shift in thinking and attitudes about work. Companies need to rethink the way they go about attracting, empowering, and motivating their employees.

With the current model of work, employees struggle to gain the right skills to succeed in today’s ultra-competitive job market, to find the best way to go about attaining meaningful work, and to determine what kind of organization best matches with their personality.

At the same time, employers struggle to find top talent, to enable their employees to do their jobs, to provide the necessary skills and training to adapt to an ever-changing marketplace, and to leverage the best from the talent they already have.

Today’s workforce is more empowered and informed than ever before because of recent developments in technology

and means of communication, which we thought impossible only 10 years ago. Information about each topic under the sun is not only available, it is accessible in real-time at the click of a button. The speed at which people can communicate and connect with others located virtually anywhere in the world is changing the fundamental way we live, and is making collaboration possible like never before. This shift has dynamically changed the marketplace, and it is about to change business.

The recent advancements in human insight have been extraordinary. We have now reached a place in time where we know what makes people good at what they do, individually and collectively. We also better understand the dynamics of talent and the science of human behavior like no other society in the history of mankind.

The combination of technology and human insight has produced mounds of big data around human behavior and workforce tendencies that employers

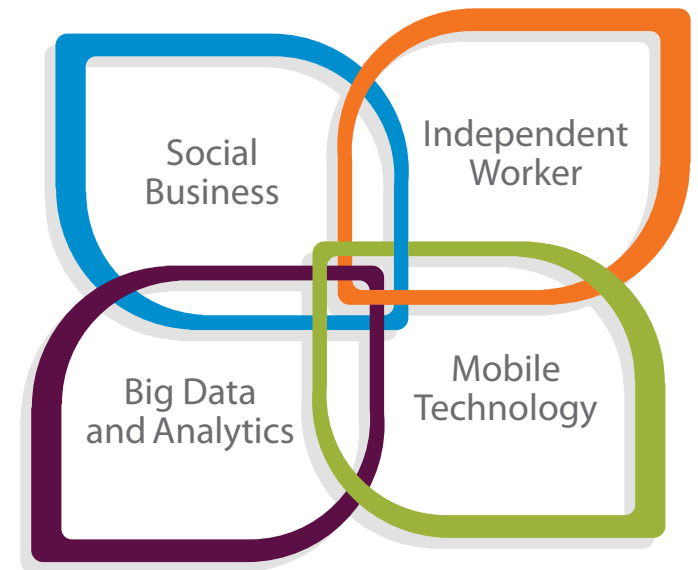
have been collecting for decades through their legacy human capital management systems, but until recently have not been able to extract and use. We now have the ability to recognize and analyze trends that can literally predict behavior, identify talent quickly, match capabilities to marketplace needs, retain the best, and act on time-tested insights to drive business outcomes.

Businesses are starting to look at work from a human insight and analytics perspective. Workers are more empowered than ever before and our interactions through technology continue to change the landscape of work. By combining these two things, we can become more predictive and use those insights to drive business results.

This workforce shift evolves into a fundamental change in management style. Businesses have typically always run on the premise of a top-down approach. Decisions are made at the executive level and trickle down to directors, managers, and eventually, rank-and-file employees.

But now, with the power of technology and collaboration, those decisions are being made from the bottom up to match the flow of collective information. And if businesses are listening, they will take advantage of it and see the fundamental difference it can make to their bottom line. This can make businesses more flexible, nimble, and adaptable to market change and, as a result, more successful.

After considering all of this, we need to understand what is driving the change in work. Four major shifts are making the world of work increasingly interconnected, instrumental, and intelligent. These four shifts are: the rise in social business, big data and analytics, mobile technology, and the independent and contingent worker. Each of these shifts is accelerating and magnifying many of the same problems we have today. And they will likely create entirely new obstacles for employees and employers to overcome. But the good news is that the solution lies within the model of the problem. The solution is the creation of a Smarter Workforce.



*The four shifts changing the nature of work.*

First, let us examine the four shifts that are changing the way we view work.

## **The Rise in Social Business in the Workplace**

We are connecting with each other more quickly than ever before, and we are doing it in new ways. Employers are efficiently and effectively flattening their organizations, enabling their workforces to share knowledge, build expertise, and organize and collaborate in new ways, inside and outside of their firewalls.

By embedding social tools, media, and practices into their existing systems and processes, businesses are experiencing up to 11 percent top-line growth, and their people are increasing their productivity by up to 12 percent, according to a 2012 report from McKinsey Global Institute (Chui et al., 2012).

By implementing these platforms, employers are capturing volumes of data on the behaviors, morale, and productivity of their workforces. They can organize and analyze that data to improve individual, team, and business performance.

### **The Rise of Big Data Analytics**

Decisions once made based on limited information and gut feelings are now being made based on insights extracted from the exabytes of information that employers collect from candidates and employees. Potential employees prepare for interviews by scouring job sites to learn about a company and those who make hiring decisions. Employers are using the same Web sites to actively

gather, organize, and analyze public and internal data, and then using what they find to attract and hire candidates.

From creating queries to predictive modeling and optimization, data and analytics are revealing previously unseen relationships and correlations. Employers are using these insights to guide who and how they recruit, how they design their jobs to attract and retain talent, as well as how they manage their workplace culture and develop their existing workforce. More than 60 percent of employers who actively use data analytics in human capital issues believe it is creating a competitive advantage for their organization according to a 2012 report from the IBM Institute for Business Value (Schroeck et al., 2012).

This tremendous source of data is also changing the nature of the human resources (HR) profession. Now, HR leaders are able to present workforce challenges based on quantifiable insights in a way that has not been available to them in the past. More and more executives see the

Chief Human Resources Officer (CHRO) as a trusted advisor who can help solve business challenges through human capital initiatives. As a result, the CHRO is making its way into the C-Suite, where important business decisions are made.

### **The Rise of Mobile Technology**

Think about the ways people access information and how it has changed during the past two decades. Until recently, information was available in books and various publications and from interactions with people. When the Internet reached the masses, knowledge became a readily available commodity and people's worlds were instantly opened up to new ideas and new information from virtually all over the globe.

Today, more than 75 percent of the world's population owns a mobile device, according to a report by the World Bank and infoDev (World Bank, 2012), so information is not only accessible, but available at your fingertips. As connectivity becomes easier, collaboration is achieved more rapidly and decisions are

made much more quickly. Organizations from highly populated countries such as India and China are innovating at a faster pace than those from developed countries due to the ability for people to be connected through mobile devices.

## **The Rise of the Independent Worker**

As human capital becomes the leading source of sustained economic value, more workers are striking out on their own. As a result, employers are looking for better ways to partner with independent and contingent workers to take advantage of this new segment of the workforce.

At the same time, people are networking with other people and employers to pursue the work they want to do, for who they want to do it, and for when and how they want to work. These workers are becoming hyper-specialized and extremely mobile, and can be used to solve a pressing, short-term business need before moving on to the next challenge.

Meanwhile, employers are networking as well. They are building their own webs of talent in order to fill talent gaps faster, to derive cost-savings from an adjustable workforce, and to boost the ability to innovate by regularly bringing in new knowledge and fresh ideas. This shift in the workforce can also change the culture of organizations. Organizations will see the impact new ideas have on the company and the psyche of employers, and will likely become more open, more flexible, and more productive.

## **Introducing a Smarter Workforce**

These dynamics require one collaborative point of view and solution to redesign work. And in fact, IBM, because of its recent acquisition of Kenexa, a leading provider of business solutions for human resources, is one of the only companies in the marketplace that takes each of these dynamics into account to provide solutions that help meet the workforce challenges of today and tomorrow.

These dynamics present IBM and Kenexa the opportunity to fundamentally change the way we work by:

- *Augmenting the power of human judgment*
- *Significantly reducing hierarchies*
- *Forming a true labor market*
- *Creating radical transparencies across organizations*
- *Causing career paths and best fit roles to be predicted*
- *Creating the new supply chain for the 21st century workforce.*

The era of big data analytics will not replace human judgment, but rather supplement it, so decisions that were once based on instinct will be made on the basis of massive data sets consisting of hundreds of variables. These variables will include those that no person would ever think of—multi-variate statistical models that can analyze these numbers in real-time. IBM introduced Watson, an artificially intelligent computer system, to the world in 2011 by having it compete on one of the leading televised quiz

shows in the United States. Watson's cognitive technology can enable employers to find answers to difficult human resources questions through the deep analysis and natural language processing of both demographic and behavioral data. The effect will be similar to what the microscope and telescope have done for human vision, enabling people to see and understand what was rarely visible before.

When work is done by people coming together, hierarchies can break down and organizations can open up. The border between an organization's employees and ad hoc workers can become more porous. Departmental and functional silos in the workforce can become less relevant and the individual can be the "unit of analysis." The traditional role of manager as a coach, mentor, and resource allocator can change to be more like a guide and facilitator. The leader can become the interconnection point in a flat social network, helping ensure that for a period of time, the goals of the employer match those of the individual's career.

The labor market inside each organization will need to change as the percentage of independent and contingent workers rises. This transformation can bring about the creation of a true labor force. This true labor force will be global, complete with a "common currency," a "common language," and the free flow of information. People will earn a "talent passport" that expresses their true value based on their actual skill set, achievements, and the continuous feedback of nearly everyone they interact with at work. The data on this "passport" will enable virtually every company and individual to rely on the accuracy of the information, and locate experts for projects and work at just the right time, creating greater efficiencies and more highly engaged employees.

This dynamic will enable each aspect of work to become more transparent, such as which jobs are available, what skill set is needed, what it is like to work for a particular company—even manager or leader—and the value that an individual can bring to an organization. Real-time and continuous data, analytics, and a culture



of transparency help enable executives to make informed decisions much more easily and will make it more important to match the right worker with the right job. These changes can transform the notion of professional reputation, and force people and organizations to rethink how they manage, brand, and value their workforce.

With virtually all the big data, analytical techniques, and mathematical models now available, combined with behavioral science, organizations will be able to predict career paths and best-fit roles for candidates and employees. Employers will have the ability to find the right people the first time who possess the expert skills required for their work. Individuals, whether they work for a company or independently, will have a better chance to find the right answers to questions they have before they start a job or begin a career. This helps individuals find and undertake meaningful, fulfilling work because work is matched to their personality and style.

In the new supply chain for the 21st century workforce, people will become linked virtually and socially through the use of mobile devices in a world of instant connection and collaboration. People will create enormous pools of networks, skills, and expertise—ready and able to deploy at a moment's notice to help organizations achieve their business goals.

So if we can harness the power of big data and analytics with human insight, human behavior, and workforce solutions, along with social and mobile technologies, we could bring people and employers together to do more meaningful and valuable work to drive business. We call it a Smarter Workforce.

Bringing these elements together and leveraging them to drive business outcomes is what a Smarter Workforce is about.

A Smarter Workforce is actually smarter when:

- *Behavioral science identifies what makes people good at what they do and*

- organizations thrive because of it.*
- *Technology does not just drive efficiency, it fuels collective innovation.*
- *Analytics is both a predictive and management tool critical for driving continual improvement.*

The end result is that people will become educated about career opportunities and their skills; have the tools to connect, organize, and collaborate socially so they can constantly tap into collective expertise available at their fingertips; become culturally aware and understand the type of culture they will thrive in; develop leadership skills to lead in flat organizations and empower real-time development opportunities; and define work through talent and not jobs or roles.

At the same time, employers will become experts at using analytics to find the right people; have the capabilities to leverage skills quickly and in a virtual work environment; assess, recognize, and reward people continuously using social business tools; help employees learn continuously and socially; use mobile devices as the

predominant work tools; think of the social network as the 21st century supply chain; predict performance, engagement, and business outcomes; and use the knowledge of their culture to more fully engage their people to create stakeholder value.

A Smarter Workforce makes smarter businesses.

- *One company used human analytics and data analytics to help hire for the first time. This led to a 1.2 percent increase in profits per customer, resulting in millions of dollars in added revenue for the company.*
- *A construction company empowered its employees with real-time solutions that leverage the company's collective intelligence. As a result, new construction sales drastically increased by 40 percent.*
- *Attracting the right talent through employment branding enabled a large, for-profit education institution to win the war for talent while slashing the cost for recruiting employees by \$2 million.*

These are just a few examples of what it means to build a Smarter Workforce.

When companies reduce time-to-hire, increase productivity, lower turnover, and increase retention rates, business wins by getting its products to market faster, sharing collective knowledge, and being more creative and innovative. These companies truly understand how employees impact the bottom line. It is not just good business—it is smart business. Because what is good for people is good for business, and together, they can change the world.

### More on the Web

- [IBM Whitepaper: Redesigning Work Creates a Smarter Workforce](#)
- [Smarter Workforce on IBM.com](#)

## IBM and Kenexa

Even before being purchased by IBM in December 2012, Kenexa was a leading provider of recruiting and talent management solutions. Kenexa offered a unique combination of Cloud-based technology and consulting services that integrated both people and processes, providing solutions to engage a smarter, more effective workforce across their most critical business functions.

Since the purchase, IBM has been busy blending Kenexa's offerings with IBM's own broad set of collaboration solutions. While other companies offer human resource technology, no other company can match the breadth of Smarter Workforce solutions that have emerged from the marriage of Kenexa and IBM Collaboration offerings. This broad array of integrated solutions offers business value that is much greater than the sum

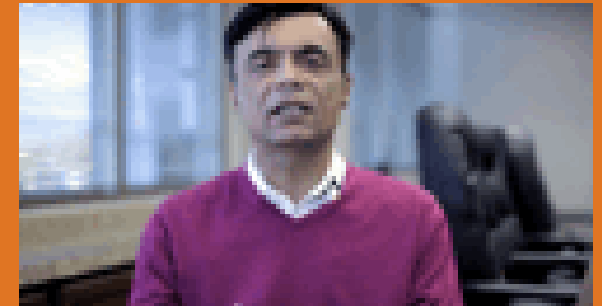
of its parts. Kenexa complements IBM's strategy of bringing relevant data and expertise into the hands of business leaders within every functional department, from sales and marketing to product development and human resources.

The adoption of social business technology is further accelerating the growth of big data and the need for analytics in the enterprise. The combined strengths of IBM and Kenexa provide organizations with unique capabilities that allow them to increase workforce efficiencies and gain insight from their business information.

Chapters 3 and 4 provide an overview and quick reference for the IBM Kenexa and collaboration solutions used to build a Smarter Workforce.

### More on the Web

- [IBM Kenexa info on IBM.com](#)
- [Smarter Workforce info on IBM.com](#)
- [Talent management solution info on IBM.com](#)
- [Frequently asked questions](#)
- [News release: IBM Completes Acquisition of Kenexa](#)
- [The Power of a Smarter Workforce \(2:48\)](#)





## A New Opportunity—for the Right Business Partners

By combining the strengths of IBM Kenexa offerings with the wide range of IBM Collaboration Solutions, IBM Business Partners can offer their clients an unmatched capability to build a smarter workforce.

The type of business partners that are likely to have the most success selling IBM Smarter Workforce solutions typically have the following characteristics:

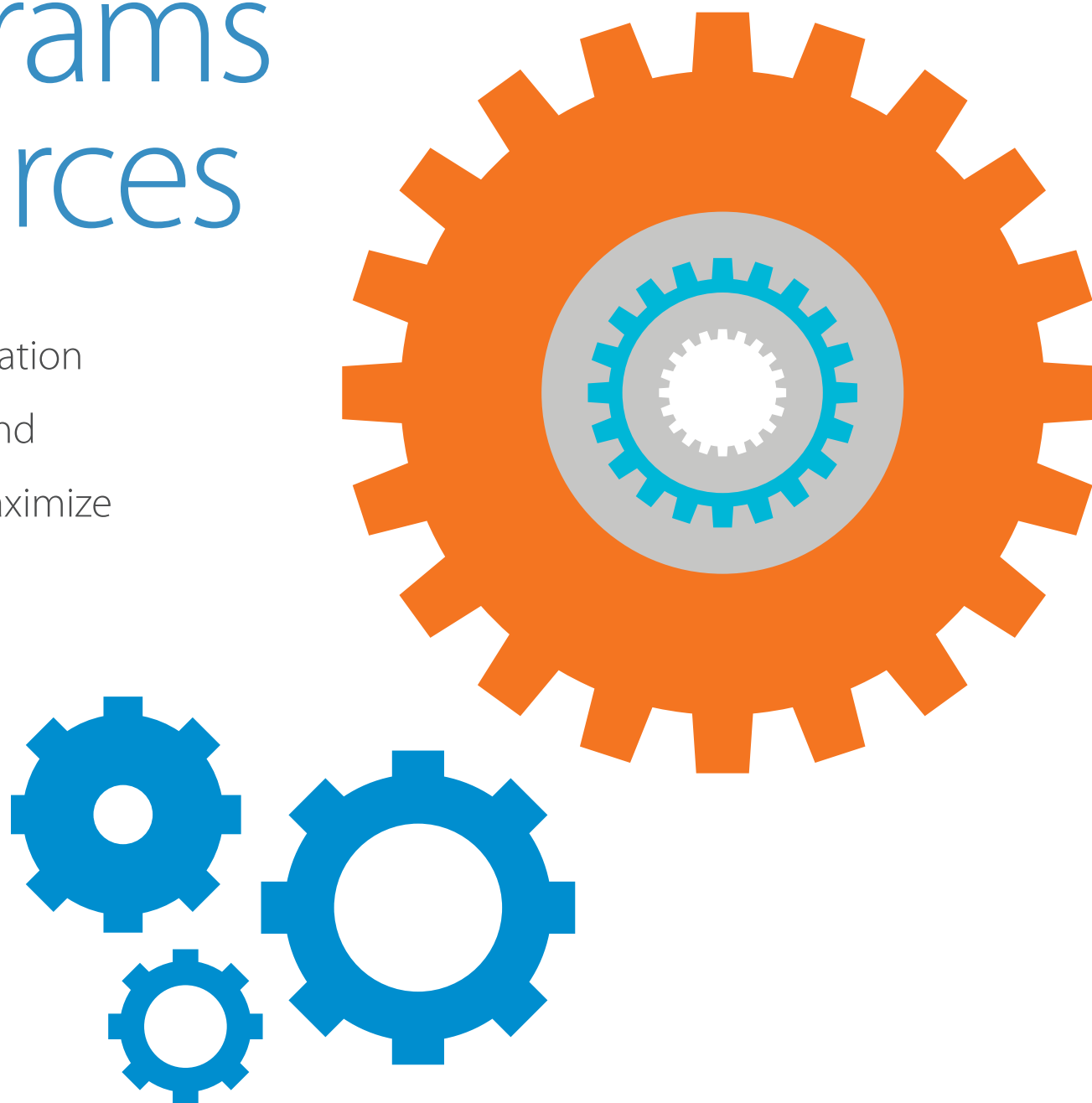
- *A company focus on HR (Human Resources)/HCM (Human Capital Management) Consulting, HR/HCM Solution Implementation, HR/HCM Influencer*
- *A core competency of Workforce Management*
- *More than three bearing quota sellers (in an incentive plan)*
- *Customer contact with CHRO (Chief Human Resources Officer)/HR Directors & VPs, Other HR related functions (Hiring Manager, Talent Manager, Compensation*

*Manager, etc), Other C-Suite LOB (Line of Business)*

- *Main customers have between 1000–5000 employees*
- *Sellers and/or consultants (customer facing) have skills in the HCM (Human Capital Management)/HR (Human Resources) area*
- *Expertise in the HCM (Human Capital Management) area*
- *Partnership in the HCM (Human Capital Management) area.*

# Sales Programs and Resources

This chapter provides general information and valuable sales programs, tools, and other resources that will help you maximize your success in selling IBM Smarter Workforce Solutions.



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## Sales Programs

IBM refines business partner marketing and sales program on an ongoing basis. Follow the link in the “More on the Web” box to stay abreast of new business partner programs that can help maximize your success.

### More on the Web

- [IBM sales and incentive programs for business partners](#)

## Web Sites

In this section, we introduce several IBM Web sites that are helpful to those selling IBM Smarter Workforce Solutions.

### Smarter Workforce on IBM.com (general public)

IBM.com is the official corporate Web site providing information about IBM products, services, and technology to the general public. It is a source of comprehen-

sive public information about all things related to the IBM corporation.

### More on the Web

- [Smarter Workforce on IBM.com](#)

## The IBM PartnerWorld Web Site

IBM maintains a Web site called PartnerWorld which has a great deal of information of use to all IBM Business Partners worldwide. On the site you will find the latest presentations and marketing materials (such as brochures, data sheets, and case studies) as well as competitive information, consultant reports, IBM white papers, education and events, tools, technical support, and much more.

You will need your IBM-assigned user ID and password to access some areas of PartnerWorld. If you don't have your user ID and password, you can contact IBM PartnerWorld for help. (Follow the link provided in the “More on the Web” box.)

### More on the Web

- [IBM Collaboration Solutions PartnerWorld landing page](#)
- [IBM PartnerWorld home page](#)
- [IBM PartnerWorld news and newsletters](#)
- [PartnerWorld membership levels](#)
- [Join IBM PartnerWorld](#)

## IBM Kenexa Smarter Workforce Sales Kit

The Kenexa Smarter Workforce Sales Kit is a regularly updated set of sales tools you can use in selling Smarter Workforce solutions. Resources include brochures, frequently asked questions, white papers, case studies, and more. Check the link in the More on the Web box regularly to see what is available.

### More on the Web

- [IBM Kenexa Smarter Workforce Sales Kit](#)

## IBM Collaboration Solutions Portal

There is a special section of the IBM.com Web site dedicated to IBM Collaboration Solutions. It offers introductory information, news and event info, as well as product offering details.

### More on the Web

- [IBM Collaboration Solutions info on IBM.com](#)

## Education

As with almost any endeavor, time spent educating yourself and your team on appropriate topics such as selling techniques and product offerings will help you succeed. In this section, we discuss options for you to obtain the IBM Collaboration Solutions education you need.

### More on the Web

- [IBM Collaboration Solutions education on IBM.com](#)

## IBM Kenexa Education

Learn more about Smarter Workforce and Kenexa solutions by listening to recorded sessions delivered by leading sellers. Start with 101 sessions, which cover subject and domain knowledge. 201 sessions provide guidance on sales, buyer needs, qualifying questions, product demos, customer success stories, and more.

Also available is a video demo series for each Kenexa solution area, offering an in depth look at the products.

### More on the Web

- [Kenexa sessions and more in the Smarter Workforce sales kit](#)

## IBM Collaboration Solutions Educational Roadmaps

IBM published suggested sequences of educational courses in the form of roadmaps for learning IBM Collaboration Solutions for sales and technical sellers who wish to gain the fundamental skills

that will lead to success. Follow the link in the More on the Web box for more information.

### More on the Web

- [ICS educational roadmaps](#)

## Social Media Resources for IBM Sellers and Business Partners

Social media is an increasingly important tool for connecting with our customers. In order to create a more consolidated approach supporting IBM social business, we have identified key social media accounts. Please take some time to review them and actively participate:

- *Follow and comment on the Social Business Insights blog, Twitter (use hashtag #IBMSocialBiz).*
- *Visit the Social Business Tweets activity every Monday for ideas on new Tweets and topics.*

- *Do not create new social media IDs/handles if you do not have a long-term plan to support them. If you need a language specific ID, please contact Donna Bieg for guidelines.*

### More on the Web

- [IBM Social Business info on IBM.com](#)
- [Social Business Social Media Aggregator](#)
- [IBM Digital Media Library](#)
- [YouTube: IBM's channel](#)
- [Social Business Insights Blog](#)
- [Social Business Twitter](#)
- [Social Business Facebook](#)

## Success Stories, References, Case Studies

It is often helpful to make prospective customers aware of other businesses that have successfully implemented Smarter Workforce solutions. For this reason, IBM maintains a database of existing customer success stories, complete with company profiles, identified needs, solutions, and resulting benefits. You can use

these success stories with customers to advance the sell cycle.

To browse customer success stories, follow the links provided in the “More on the Web” box.

### More on the Web

- [Social Business success stories](#)

## Web Content Syndication (for Your Web Site)

IBM Business Partners who market and sell IBM offerings can improve their Web presence for FREE by leveraging syndicated Web content from IBM.com to their own Web sites. IBM has teamed with WebCollage, Inc. to provide the capability for Premier, Advanced, and Member level PartnerWorld participants to receive Web content dynamically delivered into their Web sites.

### More on the Web

- [Web content syndication](#)

## IBM Global Financing

IBM Global Financing (IGF) continues to focus on meeting customer needs by concentrating on key business areas: leasing and lending, remarketing and refurbishing, and asset management. IGF conducts business in more than 40 countries, financing IBM and non-IBM hardware, software, and services, with a full range of flexible, low-rate offerings. IGF's customers find that financing their information technology solutions offers many advantages in both robust and difficult economic climates because financing frees up their capital for other investments. Many information technology installations, including those for customer relationship management, data mining, and e-business, require a substantial investment. IGF financing enables customers to pay for their new technology in affordable monthly payments during the

life of the project. Our customers run the gamut from the smallest, family-owned business purchasing a single server and software to the largest, multinational corporation, acquiring tens of thousands of PCs for offices on several continents. In addition to working directly with customers, we work with IBM Business Partners to provide financing for their clients and to help them build their own businesses.

#### More on the Web

- [IBM Global Financing](#)

## Technical Support for Business Partners

Technical sales support from IBM provides Business Partners with extensive pre-sales support through the PartnerWorld program online via the Web and by voice. Voice support can be accessed via PartnerWorld Contact Services, the single point of entry to all key support organizations. PartnerWorld Contact Services provides access to Techline for hardware and software

technical sales support, as well as Competeline for win strategies and competitive information.

- *Remote solution design assistance/review*
- *Technical marketing assistance*
- *Product and promotion information*
- *Configuration assistance*
- *Competitive product information*
- *Sales strategy information*
- *Solution assurance assistance.*

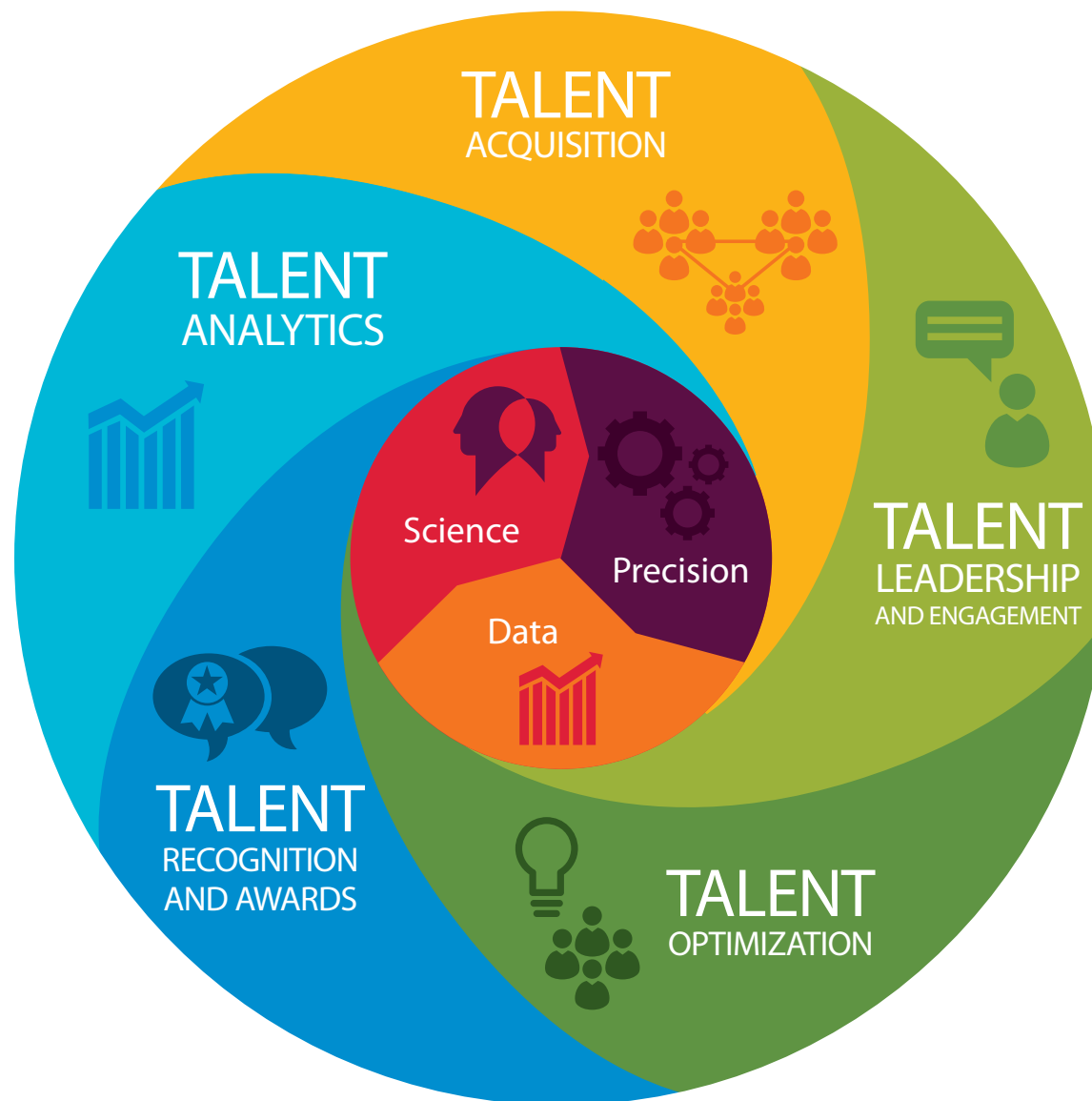
Follow the links in the “More on the Web” box to access Technical Sales Support online (region selectable).

#### More on the Web

- [Contact Techline](#)
- [Technical Sales Library](#)
- [PartnerWorld technical resources and support](#)

# Selling IBM Kenexa Solutions

In this section we will take a look at the IBM Kenexa offerings and provide valuable sales guidance.



This report was sponsored by IBM. This report utilized information provided by IBM and other companies including publicly available data. This report represents Maximum Press's viewpoint and does not necessarily represent IBM's position on these issues.

The IBM Kenexa solutions are divided into five Smarter Workforce categories which include:

- *Talent Acquisition*
- *Talent Leadership*
- *Talent Optimization*
- *Talent Recognition and Rewards*
- *Talent Analytics.*

Let's take a look at each.

### More on the Web

- [The five solution areas of a Smarter Workforce](#)

## Talent Acquisition

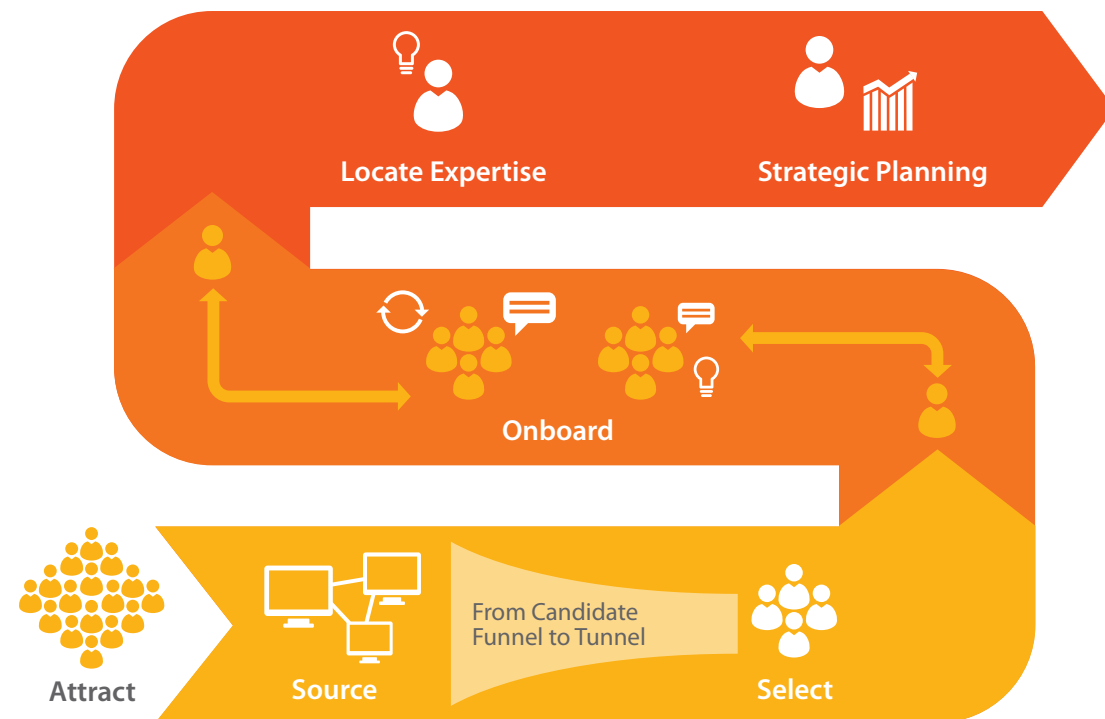
IBM Kenexa talent acquisition solutions help businesses attract the right candidates to the right roles through precision and science, and using social tools to make them productive more quickly.

## Employment Branding

Brands are meaningful, whether it's an external brand or an internal brand. The companies with the strongest brands have the power to connect with, and

attract, loyal customers and candidates who fit their culture.

The key to creating a powerful internal or employment brand is discovering what makes your company unique. We use proprietary cultural assessments to dig into the soul of your organization and define your authentic brand. Then we translate the insights we've uncovered into creative communications that help attract talented people who will thrive in your culture and retain top performers who shape it.





Our web design and development experts ensure that your unique culture is clearly and creatively expressed through your organization's career site and external facing media. It's the perfect way to connect with candidates who are the right fit and provide them insight into your culture before they enter the application process.

### *Discovery Questions*

- *Do you feel like you have an employer brand that defines what it is like to work for the organization and represents your core values?*
- *Do you ever have employees join your organization that just don't fit in?*
- *What if you could easily leverage the expertise of marketing and use it to its advantage for employee recruiting and retention?*
- *Does your career site reflect your organization's culture so you can draw talent more like your top performers?*
- *Does your career site offer candidates transparency into the culture and daily life of the organization?*

- *Do you have a career site that appeals to candidates for your most critical jobs or job families?*
- *Does your career site let candidates experience your culture before applying?*
- *Do you feel you could articulate the essence of your internal culture to a new employee?*
- *Does your recruitment advertising reflect your culture and your employee value proposition?*

### *Elevator Pitch*

The key to creating a powerful employment brand is discovering what makes your company unique. Through our cultural research process we can translate this into creative communication and career sites that help attract talented people who will thrive in your culture.

Brands are meaningful, whether it's an external brand or an internal brand. The companies with the strongest brands have the power to connect with, and attract, loyal customers and candidates who fit their culture.

The key to creating a powerful internal or employment brand is discovering what makes your company unique. We use interviews, focus groups, and proprietary cultural assessments to dig into the soul of your organization and define your authentic brand. Then we translate the insights we've uncovered into creative communications that help attract talented people who will thrive in your culture and retain top performers who shape it.

Our web design and development experts ensure that your unique culture is clearly and creatively expressed through your organization's career site and external facing media. It's the perfect way to connect with candidates who are the right fit and provide them insight into your culture before they enter the application process.

## More on the Web

### Public

- [Kenexa Employment Branding info on Kenexa.com](#)
- [Kenexa Employment Branding brochure](#)
- [Kenexa Employment Branding blog search](#)
- [Kenexa Employment Branding Twitter search](#)

### Business Partners

- [Kenexa Employment Branding info on PartnerWorld](#)
- [Kenexa Employment Branding competitive info on COMP](#)
- [Kenexa Employment Branding services \(3:36\)](#)



## IBM Kenexa BrassRing on Cloud

### *Elevator Pitch*

IBM Kenexa BrassRing on Cloud delivers a proven solution that enables many of the world's largest and most successful organizations to attract, engage, and hire top talent. Our on-demand global recruiting solution is highly configurable, scalable, and offers unparalleled flexibility and extensive language support, allowing organizations to find, hire, and retain the best person for each position. BrassRing enables your organization to engage candidates and collaborate with recruiters and managers through award-winning mobile and social technologies.

### *The Buyer*

- *Decision Maker: VP of Recruitment/HR*
- *Primary Influencer: Director of Talent Management, Project Manager, Director of Procurement, IT Security, IT Apps*

The buyer is focused on attracting, sourcing, engaging, hiring, and retaining quality talent.

## Why is Talent Acquisition Important?

- *The landscape for recruiting and retaining talented employees is increasingly competitive*
- *An aging workforce creates a talent crunch*
- *Talent is directly related to the success of organizations*

### *The Need*

- *HR*
  - *Needs to attract and recruit top talent*
  - *Needs to source people who best fit the organization's culture and business needs*
  - *Looking to cultivate a more global, flexible, and diverse workforce*
  - *Needs a solution to meet the needs of a global workforce*
  - *Trying to create a collaborative recruitment process that integrates across HR solutions*
- *Senior Management*
  - *Wants to leverage talent acquisition technologies to drive competitive advantage*
  - *Needs to improve business operations and management decision making*

- Needs tools to support a borderless organization to work globally with peers, hiring managers, and employees to source the best talent and drive down costs.

### The Products

IBM Kenexa BrassRing on Cloud delivers a proven solution that enables many of the world's largest and most successful organizations to attract, engage, and hire top talent. Our on-demand (SaaS) global recruiting solution is highly configurable, scalable, and offers unparalleled flexibility and extensive language support. BrassRing offers a wide range of capabilities, including:

- Award winning mobile recruiting
- Socialization of recruitment
- Candidate Relationship Management (CRM)
- Global, configurable, flexible
- Rules Automation Manager
- Event Manager
- Mobile Hourly Hiring (RapidHire)

- Part of Integrated Talent Suite (Assessments, Onboarding, Performance, etc.).

### Questions to Ask

- What are the challenges facing your organization today around talent acquisition?
- How do you attract, engage, and hire quality talent?
- Are you facing hiring shortfalls? Resume overload?
- Do you have screening and automation in place to help you easily find quality talent?
- Do you have enough recruiters on staff to successfully evaluate applicants? Would your organization benefit from automating the screening and assessment of talent?
- Are you engaging talent via social media today?
- Are you reaching talent on mobile devices? Do you have a mobile talent acquisition strategy in place? Can applicants complete their full job application on a mobile device?

- Is your career site engaging talent? Have you incorporated the latest social tools?
- How are you managing your sourcing activities? Are contacts from your social networks (e.g., LinkedIn and Facebook) integrated into the talent acquisition workflow? Have you considered a Candidate Relationship Management system as part of Talent Acquisition for a holistic view of talent from source through hire?
- Do you have an hourly workforce? Are you having difficulty training store or restaurant managers on your hiring process? Would they benefit from a simplified mobile user experience (RapidHire for BrassRing for retail and hospitality managers).

### More on the Web

#### Public

- [Recruiting info on Kenexa.com](#)
- [BrassRing data sheet](#)
- [BrassRing blog search](#)
- [BrassRing Twitter search](#)

#### Business Partners

- [BrassRing info on PartnerWorld](#)
- [BrassRing Competitive Insights](#)

## IBM Kenexa Assess on Cloud

Your organization has unique needs, drivers, and culture—and we can deliver the appropriate blend of ready-to-use and tailored assessments to ensure you're driving talent metrics that influence business metrics.

### *Elevator Pitch*

Almost every organization's business performance hinges on the success of a certain job family or job role. And organizations want to hire more like their very best employees to help drive business outcomes. Kenexa's assessments measure capacity, capability, and organizational culture fit to help you select the right people to drive success in your organization.

### *The Buyer*

- *Human Resources Manager/Director*
- *Talent Acquisition Manager/Director*
- *Business Unit Leader*
- *Hiring Manager.*

The buyer is focused on recruiting, attracting, and promoting talent within the organization.

### *The Need*

- *Improve business results through better quality candidates*
- *Improve performance and productivity of individuals*
- *Reduce turnover*
- *Sift through applicants quickly*
- *Receive objective data for hiring and promotion decisions*

- *Identify those with skills to support organizational growth goals or identify existing gaps*
- *Improve visibility into talent across the organization*
- *Increase the quality of the applicant pool*
- *Deliver assessments in multiple languages*
- *Configurable assessments based on unique specifications/branding needs*
- *Drive business decisions from accurate data with strong analytics and reports*

Types of Assessments	Where Assessments are Used	Delivery Platform
<ul style="list-style-type: none"> <li>• Skills</li> <li>• Behavioral</li> <li>• Personality</li> <li>• Cognitive ability</li> <li>• Culture fit</li> <li>• Experience/Bio-data</li> <li>• Situational judgment</li> <li>• Simulations</li> </ul>	<ul style="list-style-type: none"> <li>• Accounting</li> <li>• Call Centers</li> <li>• Finance</li> <li>• Healthcare</li> <li>• IT</li> <li>• Industrial</li> <li>• Legal</li> <li>• Office/Professional</li> <li>• Retail</li> <li>• Technical</li> </ul>	<ul style="list-style-type: none"> <li>• Integrates with ATS or as stand-alone solutions</li> <li>• Deploys quickly and easily</li> <li>• Extremely configurable               <ul style="list-style-type: none"> <li>- Flexible scoring methods</li> <li>- Timer options</li> <li>- Configurable branding elements</li> <li>- Status bar</li> </ul> </li> </ul>

*Kenexa assessments at a glance.*

## The Products

More and more companies are using pre-hire assessments to help them understand the critical, job-relevant attributes of candidates and employees. We know if a company partners with a provider that understands what makes people good at what they do, it will result in higher performance, increased engagement, quicker time-to-productivity, and lower turnover. IBM Kenexa Assess on Cloud is a dynamic administration system that brings together Kenexa's unparalleled content library, consulting expertise, and best-in-class technology to provide the most powerful solution to help your organization find the very best people and maximize their performance.

## Questions to Ask

- *What are the key job families and how do you measure performance?*
- *Are employee performance and tenure exceeding expectations? Describe any gaps between actual and desired performance/tenure.*
- *What is the projected number of new hires over the next 12 months (in each key job family)?*
- *Are you getting the quality of candidates you need?*
- *How is your turnover?*
- *How many different assessments are you using now?*
- *Would it be beneficial to combine into one assessment that would still provide the results you need to predict performance while reducing drop off rates?*
- *How flexible is your current provider? Are you able to configure your assessments to match your branding?*

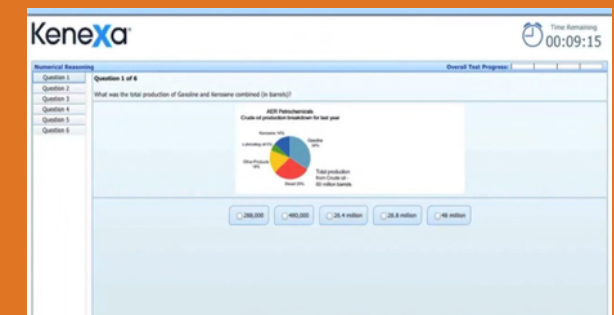
## More on the Web

### Public

- [Assessments info on Kenexa.com](#)
- [IBM Kenexa Assess on Cloud blog search](#)
- [IBM Kenexa Assess on Cloud Twitter search](#)

### Business Partners

- [Assess on Cloud info on PartnerWorld](#)
- [Assess on Cloud Competitive Insights](#)
  
- [IBM Kenexa Assess demo \(4:17\)](#)



## IBM Kenexa Prove It! on Cloud

IBM Kenexa Prove It! on Cloud gives you the power to identify and select the most talented candidates. It includes over 1000 validated assessments for clerical, software, call center, behavioral, financial, healthcare, industrial, and technical job classifications.

### More on the Web

#### Public

- [Prove It! brochure on Kenexa.com \(PDF\)](#)
- [Prove It! blog search](#)
- [Prove It! Twitter search](#)

#### Business Partners

- [Prove It! info on PartnerWorld](#)
- [Prove It! Competitive Insights](#)

## IBM Kenexa Organizational Cultural Match Assessment

IBM Kenexa Organizational Cultural Match Assessment captures the unique culture of your organization. When selecting qualified candidates, it is important to ensure they will thrive in your environment. Using Organizational Cultural Match

Assessment will help match the values of candidates with the values of the company—increasing overall job satisfaction and retention.

Organizational Cultural Match Assessment benefits:

- *Increase new hire job satisfaction and engagement*
- *Create a positive brand impression*
- *Reduce turnover and increase company stability*
- *Implement succession plans for candidates most likely to stay with the organization.*

### More on the Web

#### Public

- [Organizational Cultural Match Assessment brochure on Kenexa.com \(PDF\)](#)
- [Kenexa Organizational Cultural Match Assessment blog search](#)
- [Kenexa Organizational Cultural Match Assessment Twitter search](#)

#### Business Partners

- [Organizational Cultural Match Assessment info on PartnerWorld](#)
- [Organizational Cultural Match Assessment Competitive Insights](#)

## IBM Kenexa Onboard on Cloud

With IBM Kenexa Onboard on Cloud, you can provide a personalized onboarding roadmap with clarity and line of sight to performance milestones, progress measurement, and integration of new employees into your company culture.

### Elevator Pitch

First impressions count! Your recruitment and onboarding processes strongly affect your employees' personal investment and level of discretionary effort that carries through their career with your company. The IBM Kenexa onboarding experience empowers you to provide a rich, meaningful, and personalized experience to your people starting in new positions.

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*"Why is onboarding Important? Companies with standardized onboarding experienced 50% greater new hire retention, 54% new hire productivity, and 2x new hire engagement. Companies using onboarding technology experienced 10% increase in hiring manager satisfaction".*

—ABERDEEN GROUP

## *The Buyer*

- *Human Resources Manager/Director/CHRO*
- *Talent Acquisition Manager/Director*
- *Business Unit Leader.*
- *The influencers—IT, Compliance Officers, Procurement.*

## *The Need*

Getting new employees excited, engaged, and connected into the company culture, and productive in the shortest period of time.

- *New hire retention—25% of new hires quit before year one. The economics of sheer hiring and re-hiring is not working.*
- *New hire engagement—Record job dissatisfaction and poor performance—one-third of employees fail in their job.*
- *Faster time to productivity—It takes 18 to 22 weeks to get managers up and running.*
- *Compliance needs—regulatory or company.*
- *Standardization of onboarding*

*processes—for a consistent employee experience.*

- *Automation of onboarding processes—electronic new hire packets, data accuracy, better experience, and huge cost savings.*

## *The Product*

IBM Kenexa Onboard on Cloud is our flexible, global onboarding solution that provides a seamless bridge between the candidate experience and the employee experience. Onboard is a powerful web-based application that eliminates paper, cycle time, and data-entry errors associated with onboarding new employees. It helps ensure that you are providing your employees what they need to do their jobs effectively by helping your company extend a positive brand impression through ongoing communication and socialization that reinforces your culture.

## *Key Benefits*

- *Create a welcoming first impression and reinforce your reputation as an employer of choice*

- *Ensure the best possible new hire experience*
- *Electronic new hire packets—Manage all new hire paperwork electronically, including your corporate forms—significant time and cost savings*
- *Improve new hire time-to-productivity*
- *Reduce voluntary turnover and non-starts*
- *Build long-term employee productivity, retention, and engagement*
- *Comply easily with employment regulations—we offer a forms library with key U.S. federal forms like I-9, W-4, as well as state tax withholding forms*
- *Manage all the details with dashboard reports, triggered notifications, and provisioning tools*
- *Integrate with your HRIS and other corporate systems.*

## Questions to Ask

- *Do you have a defined onboarding process? Do your new hires get a consistent onboarding experience all across location/job family/managers?*
- *What is your new hire time to productivity? What are your new hire retention metrics?*
- *How much money did it cost to hire an employee and what are the costs if you have to replace them in 90 days?*
- *What is the employee turnover rate in the first 90 days? How does that compare by job or job family?*
- *What are you doing to ensure new hire engagement?*
- *How are you supporting your line managers to onboard better?*
- *Are you paying a separate vendor for I-9s? And do they charge you a transaction fee?*
- *Who do you onboard? (new hires, existing employees, etc.)*
- *What activities are covered in your onboarding solution? (e.g., new hire paperwork, compliance—I9, E-Verify, data integration with other systems, standardization of processes)*

## More on the Web

### Public

- [Onboarding info on Kenexa.com](#)
- [Kenexa Onboarding blog search](#)
- [Kenexa Onboard Twitter search](#)

### Business Partners

- [Onboarding info on PartnerWorld](#)
- [Onboarding competitive info on COMPASS](#)
  
- [Onboarding demo \(3:01\)](#)



## Recruitment Process Outsourcing

You don't need a one-size-fits-all RPO solution. Instead, you need a solution designed around you to give you the right combination of on-site, onshore and offshore resources to find the candidates you need—when you need them. That's why we have more than 30 locations globally and 11 Centers of Excellence working around the clock to reach talent and deliver them to your recruitment team.

We know that finding the best candidates is your top priority. Our unique project team structure makes sure that we find you top talent quickly—a priority during the entire sourcing, recruiting, and hiring process. With an RPO offering designed to support your hiring volumes, we can adjust support as you need it. The bottom line is we work to deliver a recruitment solution that's designed around you.



Kenexa Recruitment Services benefits:

- *Increase hiring speed*
- *Improve quality of candidates*
- *Reduce hiring and recruitment costs, and agency fees*
- *Utilize a unique recruitment process only we can offer*
- *Scale solutions globally to fit your needs—when you need them.*

### *Elevator Pitch*

We know that making quality hires is your number one priority—and we're here to make that happen by creating a recruitment strategy designed around you. Making the right hires for your organization helps you build a more productive workforce. With over 20 years of consultancy expertise and experience, Kenexa recruitment solutions is the only company with the content, technology, and services to create a custom recruitment solution designed specifically for your needs.

Our unique and proven approach has helped us source over 50,000 candidates for some of the world's top companies—decreasing time-to-hire, reducing costs, and shaping recruitment strategies that work. We will find your organization the right candidate—the first time.

What makes us unique in the market is that we offer a complete recruitment process outsourcing solution—from sourcing to technology to recruitment marketing—designed around your needs. The process starts with research to understand your organization and its talent needs. You want more like your top performers, right? We help discover how to find more like your best. Those who will succeed in your organization. A tailored sourcing strategy is designed and a recruitment team is created to support your unique recruiting needs.

### More on the Web

#### Public

- [Recruitment Process Outsourcing info on Kenexa.com](#)
- [Kenexa Recruitment Process Outsourcing blog search](#)
- [Kenexa Recruitment Process Outsourcing Twitter search](#)

#### Business Partners

- [Recruitment Process Outsourcing info on PartnerWorld](#)
- [Recruitment Process Outsourcing Competitive Insights](#)
- [Recruitment Process Outsourcing overview \(1:22\)](#)



## ZOOMRecruit

As your business grows and changes, your hiring needs will likely change too. You may experience times when your hiring needs fluctuate dramatically for a few weeks, a few months, or even longer. Kenexa ZOOMRecruit is an ideal solution when you need to find top talent quickly.

ZOOMRecruit uses various methods of sourcing—from active to passive to hidden candidates. We can help you uncover the talent you need for your organization quickly and efficiently.

Here are some ZOOMRecruit benefits:

- *Find quality candidates quickly*
- *Reduce candidate time-to-fill*
- *Supplement your existing resources to support hiring peaks*
- *Minimize recruiting costs and reduce risks*
- *Enhance candidate alignment and retention*
- *Implement in as little as two weeks.*

## Discovery Questions

- *Are you experiencing an increase in hiring?*
- *Does your team have the bandwidth to keep up with this uptick in hiring?*
- *Are you using a search firm or contingency firm to augment your hiring needs?*
- *Do you need to scale up or down your recruiting needs quickly and easily?*

## Elevator Pitch

When you need to fill critical jobs quickly, it's a matter of meeting deadlines, or missing them—and we know missing them isn't an option. That's why we offer IBM Kenexa ZOOMRecruit—our managed, short-term option that offers your company a quick-hitting solution to hire candidates swiftly, efficiently, and effectively.

ZOOMRecruit is ideal for organizations needing to adapt quickly to changing market needs. The strength of this offering comes from the depth of experience and knowledge that Kenexa, an IBM company, offers. And when you combine

the expertise of our recruiting teams with Kenexa Social Solutions, you can be sure that ZOOMRecruit will get you the talent you need—when you need it.

We also know that quick implementation is key to a successful project-based solution. When it's time to ramp up your business, the ZOOMRecruit solution can be quickly implemented in as little as two weeks. Our dedicated team of experienced and expert recruiters works seamlessly with your staff to augment your hiring needs. Your Kenexa ZOOM-Recruiters will source, screen, and deliver top talent in a short period of time.

Overall, ZOOMRecruit provides a tailored solution by offering the right combination of on-site, onshore and offshore resources to deliver the candidates you need—when you need them. With Centers of Excellence located around the world, our solutions use technology and human ability to reach hard-to-find candidates and deliver them in real-time to your recruiters, or in many cases, directly to your hiring managers.

ZOOMRecruit fits your need to fill a smaller hiring need fast. We can base project work on geography, job type, or the number of positions you need to fill. With our ZOOMRecruit option, we uncover the candidates you need quickly, reduce your time-to-fill, offer tailored sourcing strategies for specific hiring needs, and minimize your recruiting costs. Now that's a solution that moves.

### More on the Web

#### Public

- [ZOOMRecruit info on Kenexa.com](#)
- [ZOOMRecruit blog search](#)
- [Kenexa ZOOMRecruit Twitter search](#)

#### Business Partners

- [ZOOMRecruit info on PartnerWorld](#)
- [ZOOMRecruit Competitive Insights](#)
  
- [ZOOMRecruit overview \(1:27\)](#)



## Talent Leadership

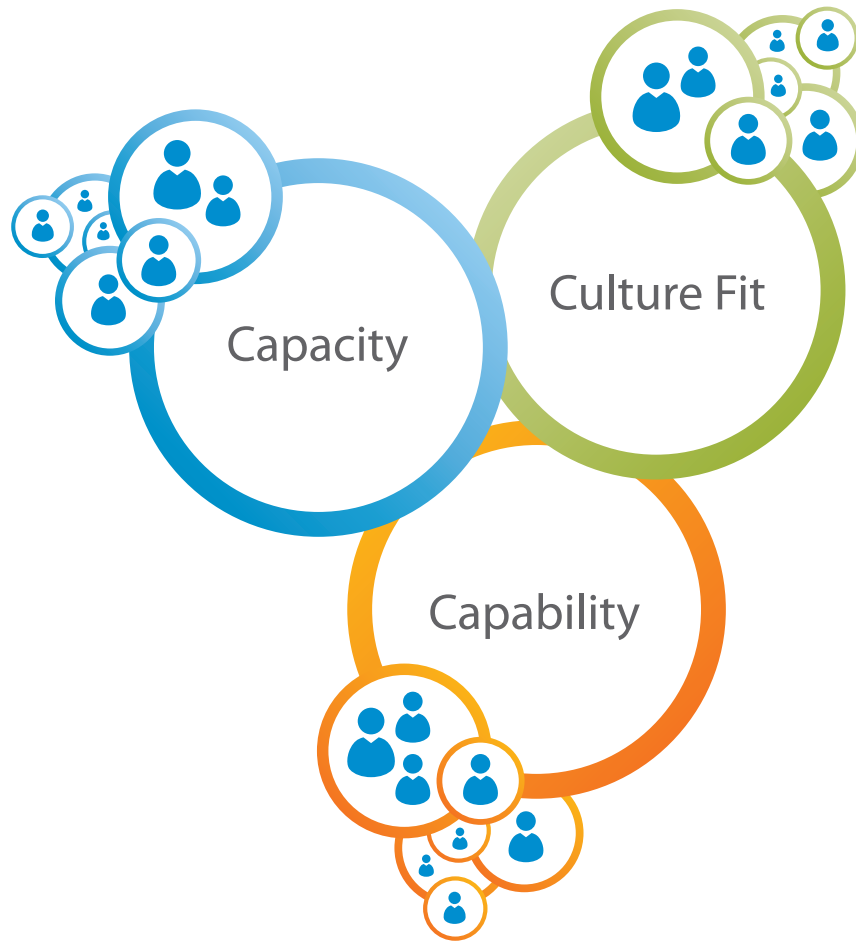
IBM Kenexa talent leadership and engagement solutions connect the power of a highly engaged and fully enabled workforce with leaders aligned with critical roles to optimize organizational performance.

### Kenexa Employee Engagement Survey

IBM Kenexa will design a survey to work the way you work, ask the kinds of questions you need to ask, and then focus on the key items that you need in order to create a more engaged and productive workforce. Because when your workforce is engaged, your people work harder, stay longer, care more, and find more gratification in helping your company succeed.

#### *Elevator Pitch*

The first step in moving an organization forward is getting an accurate measurement of employee engagement—understanding manageable factors that cause



your people to work harder, stay longer, and care more.

#### *The Buyer*

- *Human Resources Manager/Director/CHRO*
- *Organizational development or effectiveness*
- *Leadership development*
- *Organizational learning*

- *Marketing and communication*
- *Leaders looking to maximize the performance of their employees.*

#### *The Need*

- *Need a closer relationship with employees to better understand the elements that can help drive further improvement and higher performance*

- *Need to translate employee feedback into actionable, meaningful insights*
- *Need to measure and maximize employee engagement*
- *Have a high level of turnover or low levels of engagement*
- *Need to measure employee engagement specific to business outcomes and organizational priorities.*

#### *The Products*

IBM Kenexa provides employee engagement surveys, helping organizations listen to their employees and take action to improve engagement and better drive business outcomes. The Kenexa solution can either be highly configurable, including complex administration and reporting needs, or more pre-configured solutions for turnkey implementation and rapid results.

Research has proven that when employees are engaged, the business grows. Kenexa defines employee engagement as the extent to which employees are motivated to contribute to organizational success, and are willing to apply dis-

cretionary effort to accomplishing tasks important to the achievement of organizational goals. The most validated measure of employee engagement is an index consisting of a workforce's responses to the following questions:

- *I am proud to work for this company*
- *Overall, I am extremely satisfied with this company as a place to work*
- *I would gladly recommend this company as a great place to work*
- *I rarely think about looking for a new job with another company.*

Beyond engagement, the company must also create an environment where committed employees are enabled to succeed. We measure high performance enablement via questions such as:

- *Senior management is committed to providing high quality products and services to external customers.*
- *Where I work, we set clear performance standards for product/service quality.*
- *Customer problems get corrected quickly.*
- *We regularly use customer feedback to improve our work processes.*

Combined, these measures form Kenexa's High Performance Engagement Model (HPEM), which is measured through employee engagement surveys.

#### *Questions to Ask*

- *What are the most important jobs or job families that will allow your organization to deliver on the identified vital business strategies?*
- *What organizational factors are impacting your company's performance?*
- *What drives engagement within your organization's employee population?*
- *What initiatives are you systematically implementing (have you implemented) that are helping your organization achieve measurable improvement?*
- *How are you performing with respect to employee retention? What is your employee turnover? What are you doing to improve turnover in your key jobs or job families?*
- *How are you maximizing employee performance? How do you distinguish between good and excellent work? How do you discern or identify these differences?*

- *What is your company's approach to linking measures of engagement with business performance?*
- *How does your organization identify and prioritize key elements to improving engagement?*

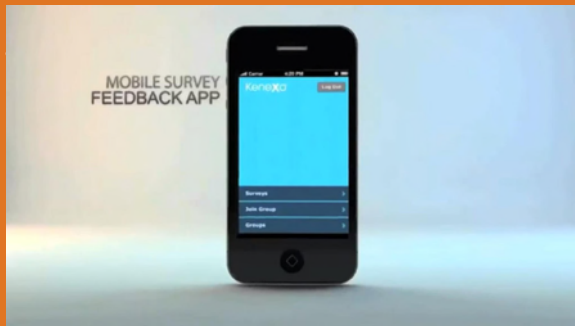
## More on the Web

### Public

- [Employee Engagement Survey info on Kenexa.com](#)
- [Kenexa Employee Engagement Survey blog search](#)
- [Kenexa Employee Engagement Survey Twitter search](#)

### Business Partners

- [Selling Series: Employee Engagement Survey solutions](#)
- [Employee Engagement Survey info on PartnerWorld](#)
- [Employee Engagement Survey competitive info on COMP](#)
- [Mobile Feedback Survey App demo \(2:36\)](#)



## Succession Planning

TalentManager delivers an integrated solution that meets your talent management needs. Featuring powerful, flexible modules that tailor to your organization, TalentManager helps you create organizational alignment, connect rewards with performance, and manage your talent pipeline—resulting in better outcomes at both the individual and organizational level.

The Succession Planning module from TalentManager helps you identify internal candidates with the necessary skills, competency ratings, and performance histories who best fit your succession planning strategy. You can compare candidates side-by-side, recognize skill gaps, and create appropriate development plans to build a deep talent pool.

## Mobile Feedback

Kenexa Mobile Survey App is the latest survey tool for social mobile polling and feedback available for Apple, Android, Blackberry, and Windows devices. Mobile

## More on the Web

### Public

- [Succession Management info on Kenexa.com](#)
- [Succession Management Brochure \(PDF\)](#)
- [Kenexa succession management blog search](#)
- [Kenexa succession management Twitter search](#)

### Business Partners

- [Succession management info on PartnerWorld](#)
- [Succession management competitive info on COMP](#)

Survey App allows you to create single item surveys or polls and distribute them to a specific group within your organization, helping you gain immediate feedback on critical business initiatives, stay connected with your workforce, and get the insights you need to move your business forward.

Mobile Survey App combines all the rich history, insight, and consulting expertise Kenexa has as a global leader in employee surveys with the latest in mobile survey technology. Our new tool complements your existing engagement and action planning programs, and empowers your company to pinpoint instant feedback on important business decisions. With Mobile Survey App, you can:

- *Gather real-time data from your employees on important topics throughout the year*
- *Create an environment of continuous listening within your organization*
- *Gain insight on critical business initiatives from your employee population.*

## More on the Web

### Public

- [Mobile Survey App info on Kenexa.com](#)
- [Mobile Survey App user guide \(PDF\)](#)
- [Kenexa Mobile Survey App blog search](#)
- [Kenexa Mobile Survey App Twitter search](#)

### Business Partners

- [Mobile Survey App info on PartnerWorld](#)
- [Mobile Survey App Competitive Insights](#)

## Talent Optimization

IBM Kenexa talent optimization solutions help business rapidly develop, deploy, and optimize workforce skills and capabilities, while capitalizing on an interconnected, social, and collaborative workforce.

### Kenexa Learning

Our Learning solution help you derive more worth from your people assets and enable them to more effectively collaborate, converse, and learn while increasing their social and knowledge capital.

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*“Why is learning Important? Combining performance, compensation, career growth & LEARNING results in a 91% engagement by employees (vs. 4%)”.*

—KENEXA HIGH PERFORMANCE INSTITUTE

### Elevator Pitch

Our learning solutions help you optimize your workforce by enabling them to more effectively collaborate, converse, and learn while making it easier for them to find information at the “moment of need.”

### The Buyer

- *L&D Leaders: VP, Director, Manager (in some cases)*
- *Departments: Learning, Learning & Development*
- *Training, Educational Services, HR (Europe).*

### The Need

- *Social Learner Management*
  - *Wants/needs to increase efficiencies, increase cost savings, or improve processes*
  - *Has issues managing/documenting their learning manually (spreadsheets, etc.)*
  - *Needs to track a blended learning program (classroom, virtual classroom, elearning, mobile, independent) through their LMS*

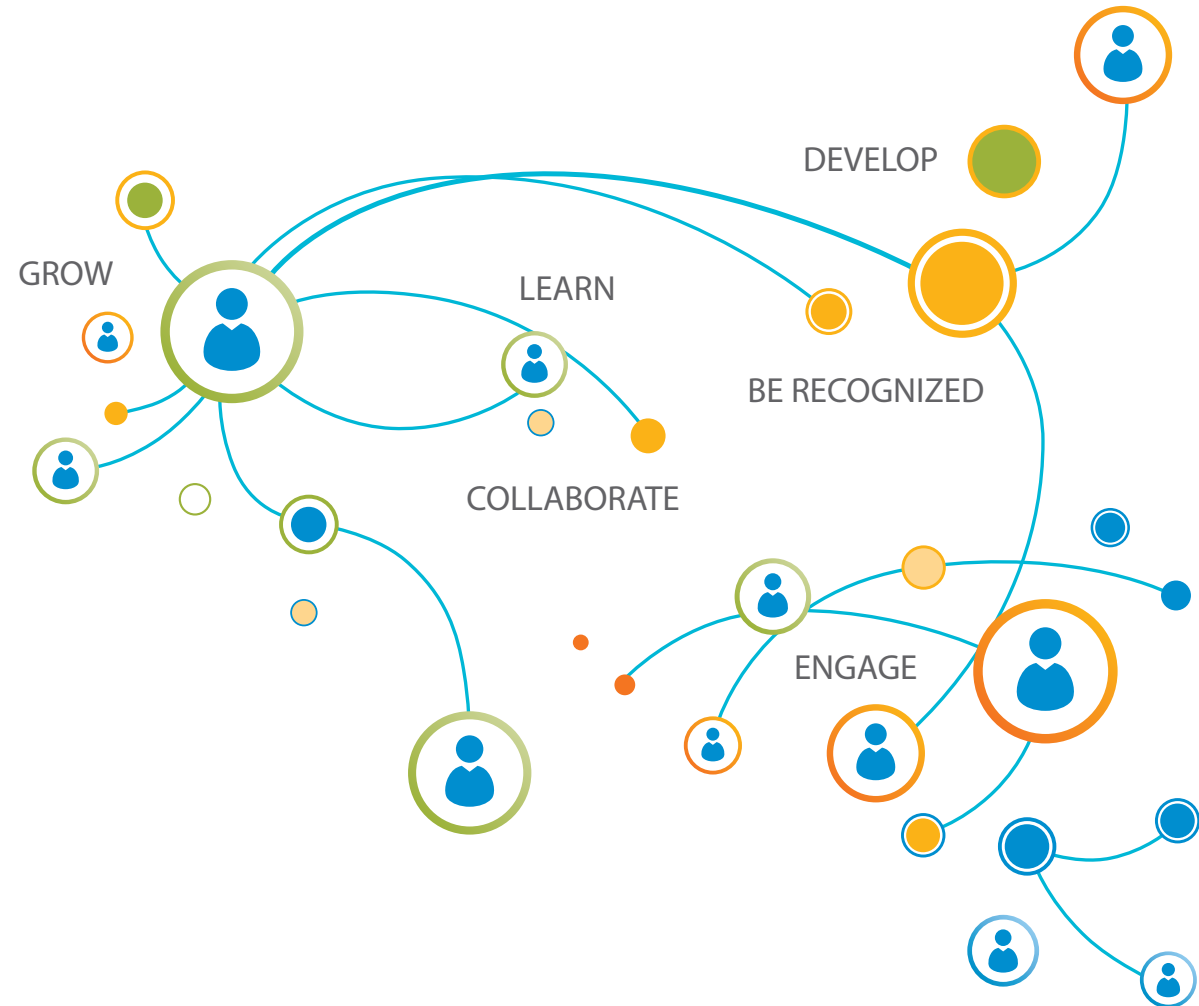
- Needs to track learning for compliance regulations
- Needs to leverage online social learning within their organization
- Content Development & Management
  - Wants to reuse or repurpose content
  - Has frequent content updates
  - Needs to develop content for multiple modes of delivery
  - Needs personalization of content for various audiences/languages
  - Needs to meet compliance regulations
  - Needs to reduce L&D budget or headcount
- Mobile Content
  - Needs to develop mobile content for: communications, sales, or partner enablement, "snack"-learning, compliance training, performance support, policy/regulations updates, surveys, customer/product updates
- Social Business Software
  - Needs to break down geographic, organizational, and time barriers for their workforce/customers/partners
  - Needs to leverage the social knowledge that exists within their organization or with customers/partners

- Needs to empower their workforce/ customers/partners to connect, interact, and share ideas and insights

### The Products

- Social Learner Management: IBM Kenexa LMS on Cloud
  - Administrate, document, track, report, and deliver content and courses in

- support of classroom, virtual classroom, elearning, mobile, independent learning
- For the student, enables simple search of courses, easy enrollment and progress tracking for formal, social, or mobile learning as well as creation and monitoring of personal education plans, skills, and competencies





- For managers and administrators, enable automated enrollments and process workflows, and gauge progress through advanced real time drill-down analytics capabilities
- Integrates social networking, collaboration, and knowledge sharing capabilities as well as basic interactive elements to rate learning content and share experiences

- **Content Development & Management: Kenexa LCMS**
  - Enables the development, management, maintenance, and delivery of modular and personalized training for all types of content. Ideal for developing and delivery performance support materials.
- **Mobile Capabilities: Kenexa Hot Lava Mobile**
  - Rapidly develop, deploy, and analyze the use of device-independent mobile content to support anytime, anywhere learning, performance support, and priority communications.
- **Social Business Software: Kenexa Participate**
  - Supports learning with and from

- colleagues and experts by using and integrating a wide breadth of social software capabilities in a secure environment
- Integrates social networking, collaboration, and knowledge sharing capabilities as well as basic interactive elements to rate learning content and share experiences

### Questions to Ask

- **Kenexa LMS**
  - Do you have an existing LMS? (If Yes: Thinking of replacing it? If No: How do you manage your learning?)
  - How many learners do you have internally and externally? (no less than 500)
  - Is social learning something you are thinking about? (we have a social LMS)
  - Have you considered mobile learning technologies to extend your learning strategy?
- **Kenexa LCMS**
  - Do you manage a lot of content?
  - Do you update your content frequently?
  - Do you need to meet compliance requirements?

- Do you develop content for multiple modes of delivery? Languages?
- **IBM Kenexa Hot Lava Mobile**
  - Do you have a mobile workforce you need to develop content for?

### More on the Web

#### Public

- [Learning info on Kenexa.com](#)
- [Kenexa Social Learning Management System blog search](#)
- [Kenexa Social Learning Management System Twitter search](#)

#### Business Partners

- [Social Learning Management System info on PartnerWorld](#)
- [Social Learning Management System competitive info on COMP](#)
- [Social Learning Management System demo \(5:56\)](#)



## Kenexa Competencies

*“The #1 strategy for best in class companies is to establish a competency framework.”*

—ABERDEEN GROUP

*“To achieve competitive advantage, they must commit to developing the right skills internally.”*

—BERSIN BY DELOITTE

### *Elevator Pitch*

Kenexa’s job-based competency library offers the broadest and deepest range of core and technical skills mapped to specific job roles. Each job is supported by competency specific SMART Goals, Learning, Coaching, and Interview questions. The library is a huge time saver for an organization trying to define and develop this themselves. It’s designed to provide a rapid out-of-the-box resource to engage people in the jobs they do, what they do, and how they do it. For an organization, it describes as a hard asset what it is people really contribute. It provides a framework to show how they relate to one another in the big picture, across 18 industry sectors from bank-

ing and financial services to insurance, healthcare to pharmaceutical, and high tech OEM and industrial manufacturing to retail.

### *The Buyer*

- Human Resources Manager/Director/VP
- Talent Management Manager/Director/VP/CLO
- Organizational Development Manager/Director/VP
- Operations or Functional Leader (Sales, Supply, IT, etc.)
- Talent Management process/tool owners: Performance, Learning, Onboarding, RPO, Recruitment, Workforce Planning, etc.

### *The Need*

The Society for Human Resource’s Management (SHRM) Employee engagement 11/2012 identified that being recognized in using your skills is now the number one concern among employees. HR and Organizational Development need to demonstrate to the workforce how what they do drives business outcomes.

- Save time and money writing and developing competencies and job descriptions
- Develop a common language across all your people processes
- Focus on what people do, on the skills needed that drive business results
- Increase the ROI already made in talent management tools and systems: performance management, learning management, applicant tracking, assessment, workforce planning, from vendors like Oracle Peoplesoft or Taleo, SAP SuccessFactors, Workday, SABA, SumTotal, Lawson, Halogen, CornerstoneOnDemand, etc.

### *The Products*

The Kenexa Job Competency Library, or Enterprise Talent Framework, is the most comprehensive resource available to structure, align, and manage the biggest asset in an organization: its people. These competencies describe core, functional, and technical competencies and proficiencies supported with unique learning activities, SMART development goals, coaching tips, performance ratings, and interview questions.

## Key Benefits

- *Is easily customized and rapidly deployed for immediate results*
- *Establishes a common language across the Smarter Workforce*
- *Integrates and boosts return on investments from existing talent management and HRIS systems and processes*
- *Enables HR as a driver of job specific business outcomes.*

### **The Kenexa Job Competency Library contains over 2500 unique jobs and 2000+ competencies specific to:**

- General Corporate Functions (HR, Finance, Legal, Sales, IT, etc)
- Banking/Finance
- CRM
- SFIA
- Construction
- Healthcare
- Media/Publishing
- Consulting
- High Tech Software/Hardware
- Manufacturing
- Education
- IT Operations
- Retail
- Energy
- Insurance
- Real Estate

## Questions to Ask

- *What competencies/skills do you have, and what competencies/skills do you think you need in your organization? Are you writing competencies from scratch?*
- *Do you have job specific competencies in your talent management tools? Are they reused across those systems?*
- *How do you tie and communicate people, processes, and outcomes to business goals and impact?*
- *How do you ensure that learning covers the competencies/skills needed in jobs?*
- *How do you know if you are best utilizing the competencies of your employees?*
- *How do you plan to embed needed competencies into your culture and processes/systems and engage employees in their jobs?*
- *How are you dealing with leadership and functional competencies?*
- *With people that are leaving your organization, what do you know about their operational expertise or institutional memory that could be captured and reused by others?*

## More on the Web

### Public

- [Competencies info on Kenexa.com](#)
- [Kenexa Competencies blog search](#)
- [Kenexa Competencies Twitter search](#)

### Business Partners

- [Competencies info on PartnerWorld](#)
- [Competencies competitive info on COMP](#)
  
- [Competencies overview](#)



## Performance Management

Maximizing performance is all about aligning, developing, guiding, recognizing, rewarding, and engaging your employees. With enterprise-class performance management, including succession management and compensation management, IBM Kenexa TalentManager on Cloud can help you enhance effectiveness and efficiency by leveraging talent data and tools that will help you better manage and develop your current talent, while identifying and implementing plans to meet future needs. This means you're prepared to grow and compete in a competitive market.

Here are some quick TalentManager on Cloud highlights:

- *Unified talent record*
- *Goal planning & alignment*
- *Performance appraisals*
- *Development plans*
- *Competency management*
- *Compensation management*

- *Career paths*
- *Succession management*
- *Role-based user experience*
- *Flexible & configurable dashboards*
- *Multi-language support.*

### More on the Web

#### Public

- [Performance Management info on Kenexa.com](#)
- [Kenexa Performance Management blog search](#)
- [Kenexa Performance Management Twitter search](#)

#### Business Partners

- [Performance Management info on PartnerWorld](#)
- [Performance Management Competitive Insights](#)

## Talent Recognition and Rewards

IBM Kenexa talent recognition and rewards solutions optimize the way employees are recognized and rewarded across the enterprise to attract, retain, and stimulate top performance.

### CompAnalyst

Building compensation strategies that are fair and accurate can feel like a balancing act. That's why we build compensation programs that make you competitive in the market—without negatively affecting your bottom line.

---

*"Compensation is one of the top reasons people join and leave organizations. Employees who believe they are fairly paid are nearly twice as engaged as those who don't."*



### *Elevator Pitch*

Our compensation data and software solutions help organizations analyze both the external compensation market and internal pay practices so that they can build fair, competitive pay programs that support the organization's talent and

business goals. It will help you build a comp strategy that attracts, retains, and engages the people needed for the organization to succeed.

### *The Buyer*

- *Director/VP of Compensation*
- *Vice President of Human Resources.*

### *The Need*

Conducting external market analysis, compensation program design, and ongoing analysis of the organization's pay programs in spreadsheets or home-grown systems is time-consuming and error-prone, leading to inconsistent results and leaving compensation teams little time to help managers, HR business partners and leaders understand how to use and communicate compensation data.

- *Data required to build and analyze pay programs often lives in disparate systems across the organization.*
- *Use of manual processes across locations leads to inconsistent methodologies and variable results.*
- *HR leadership has little visibility into how compensation dollars are allocated across the whole organization.*

### *The Products*

IBM Kenexa CompAnalyst on Cloud helps organizations treat compensation as an investment by providing a centralized,

cloud-based platform for compensation data management, analysis, and modeling. With compensation data centralized, methodology standardized, and analytical tools available, organizations can gain insight that enables them to design competitive, fair, and legally defensible pay programs that meet the organization's talent goals while managing costs.

### Key benefits

- Streamlines and centralizes market pricing, salary range development, internal equity analysis, and pay program design
- Provides increased visibility into compensation programs across the organization, including analysis of where a company stands in relation to external benchmarks and internal targets
- Easy-to-use reporting and "what-if" modeling tools that enable extensive visual analysis of proposed programs, existing trends, and outliers
- Reduces time spent on low-value data management tasks so that compensation teams can focus on higher-value activities such as making recommenda-

*tions for where to allocate compensation dollars in alignment with the organization's value and business strategy, and communicating the company's compensation programs to employees, managers, and executives.*

### Questions to Ask

- Are you paying competitively for your most important jobs?
- Are your compensation dollars being spent appropriately in each region?
- Do you know how you are paying your high vs. low performers?
- How do you decide what to pay people?
- Do your actual pay practices match the company's stated compensation approach?
- How do you manage your compensation surveys?
- Do you have difficulty building or managing your salary structures?
- Is the compensation team spending most of its time in spreadsheets?
- Do your senior leaders have visibility into how compensation dollars are spent across the company?

### More on the Web

#### Public

- [Compensation info on Kenexa.com](#)
- [Compensation software on Kenexa.com](#)
- [CompAnalyst brochure \(PDF\)](#)
- [Kenexa CompAnalyst blog search](#)
- [Kenexa CompAnalyst Twitter search](#)

#### Business Partners

- [CompAnalyst info on PartnerWorld](#)
- [CompAnalyst competitive info on COMP](#)
- [CompAnalyst demo \(3:09\)](#)



## TalentManager Compensation Module

The Compensation Management module from IBM Kenexa TalentManager on Cloud supports budgeting, allocation, and management of multiple pay practices. With our Compensation Management tool, you can easily review compensation according to any frequency, collect manager pay recommendations, and manage any plan type.

The TalentManager Compensation Management module supports budgeting, allocation, and administration of multiple pay types. Quickly review your managers' recommendations, create dynamic compensation statements, and manage multiple plan and program types internationally and domestically.

With this tool, you can configure merit matrices based on compa-ratio, position in range, or market index. It also lets you easily administer and manage multiple pay types—from merit increases to long-term incentives.

Here are some Compensation Management benefits:

- *Manage compensation budgets and allocation in a comprehensive, streamlined tool*
- *Create multiple workflow and approval hierarchies*
- *Support multiple pay and incentive practices*
- *Ensure budget compliance and adherence to compensation guidelines.*

### More on the Web

#### Public

- [Compensation info on Kenexa.com](#)
- [Compensation software on Kenexa.com](#)
- [CompAnalyst brochure \(PDF\)](#)
- [Kenexa CompAnalyst blog search](#)
- [Kenexa CompAnalyst Twitter search](#)

#### Business Partners

- [CompAnalyst info on PartnerWorld](#)
- [CompAnalyst competitive info on COMP](#)

## Talent Analytics

IBM Kenexa talent analytics solutions transform the way decisions are made through descriptive, predictive, and prescriptive analytics, enabling data-driven insights.

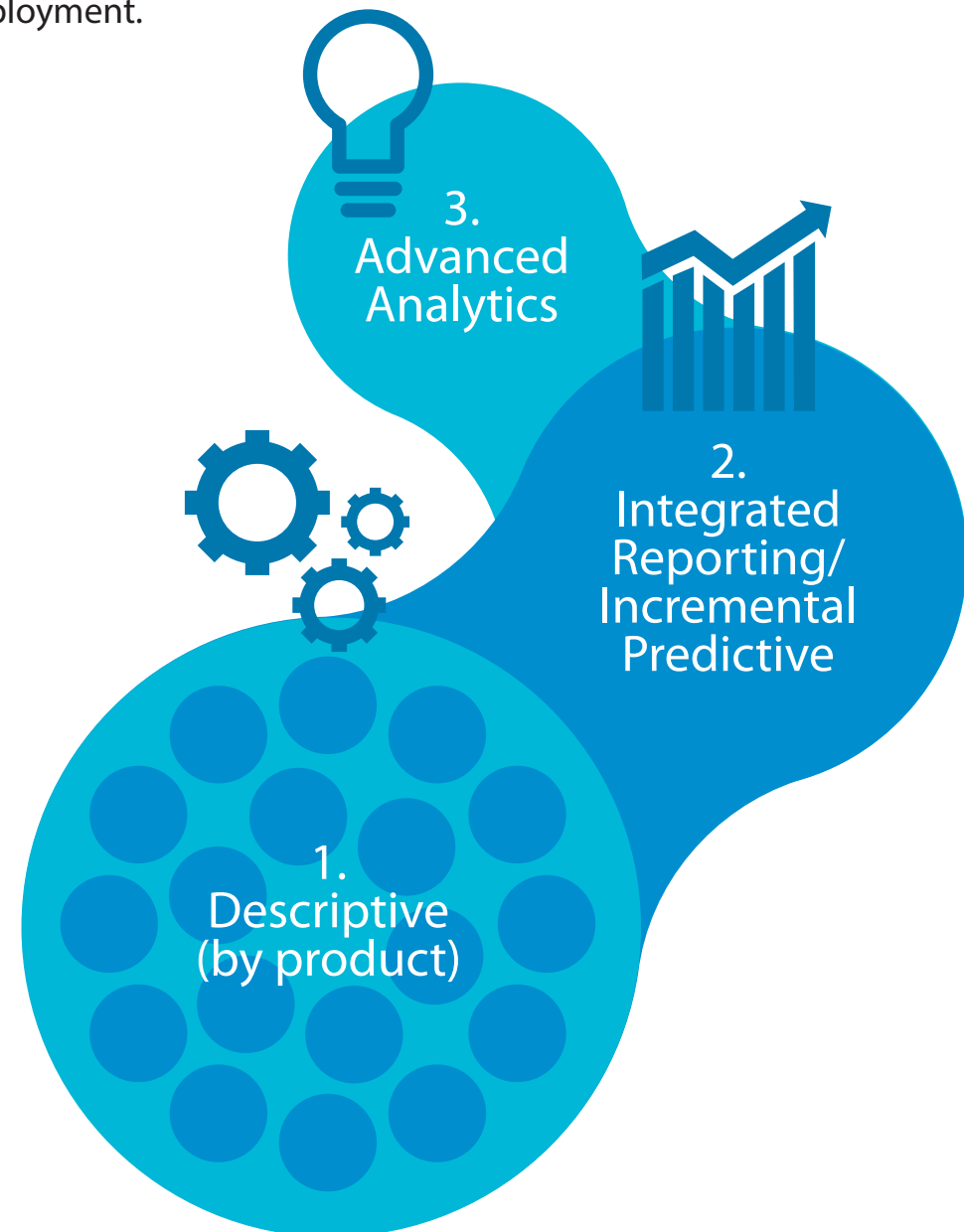
### Survey Analytics Services

IBM Survey Analytics services leverage visual analytics software to automatically extract and display over 1 million pieces of anonymous unstructured data derived from employee surveys, including more than 4.2 million employee comments collected annually through surveys conducted by Kenexa. It also scans Human Resource Information System (HRIS) data broken down by employee demographic. An easy-to-read dashboard then visualizes findings via a sentiment “heat map” of trends broken down by employee segments. For example, an HR manager may learn that engagement levels for computer engineers in a business unit rose 2 percent more than the overall organization. By analyzing the results of

this group, it was discovered the business unit manager developed specific action plans around collaboration tools based on the group's feedback. With this input, managers in areas of low engagement can implement a company-wide action plan.

IBM Retention Analytics services provide a data-driven approach to understanding attrition patterns within a business. It applies predictive analytics software to enterprise HR and CRM data, and social data, and then identifies high-attrition "hot spots" within the company. With this information it determines key drivers and specific actions to retain critical talent. For example, an organization wants to understand why turnover rates of sales executives between three and five years tenure in certain U.S. branches are much lower than the overall average. Through a breakdown of each business, the team finds that these particular executives have more realistic quota rates and therefore remain with the business for longer

periods of time. With this data, the analytics software automatically identifies other at-risk employees so changes can be made to quota rates to ensure their long-standing employment.





# Related IBM Collaboration Solutions

In this chapter, we explore some of the IBM Collaboration Solutions you can leverage to help your customers connect, collaborate, and innovate while optimizing the way they work.



This report was sponsored by IBM. This report utilized information provided by IBM and other companies including publicly available data. This report represents Maximum Press's viewpoint and does not necessarily represent IBM's position on these issues.

## More on the Web

### Public

- [IBM Collaboration Solutions info on IBM.com](#)

### Business Partners

- [IBM Collaboration Solutions on PartnerWorld](#)
- [IBM Collaboration Solutions Sales Plays](#)

## Connections

IBM Connections is a leading social software platform that can help your organization engage the right people, accelerate innovation, and deliver results. This integrated, security-rich platform helps people engage with networks of experts in the context of critical business processes. IBM Connections provides the social collaboration capabilities for Smarter Workforce. It allows sharing of ideas and expertise, facilitates team collaboration, driving productivity through real-time access to all tools, people, and information in a single place.

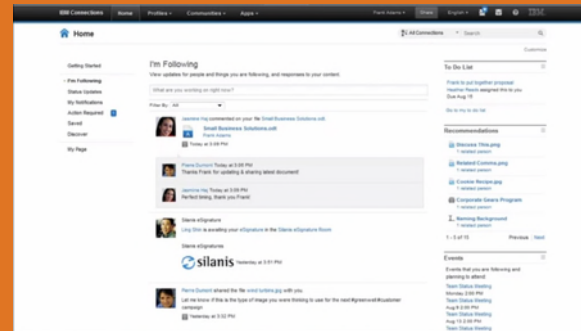
## More on the Web

### Public

- [IBM Connections info on IBM.com](#)
- [IBM Connections blog search](#)
- [IBM Connections Twitter search](#)

### Business Partners

- [IBM Connections info on PartnerWorld](#)
- [IBM Connections sales kit for Business Partners](#)
- [IBM Connections Overview \(6:50\)](#)



## SmartCloud for Social Business

IBM SmartCloud for Social Business services give companies the collaboration tools they need to be more agile, collaborate more effectively, capture knowledge, share ideas and work across boundaries—cost-effectively.

IBM SmartCloud Engage offering combines enterprise-class email, calendaring, instant messaging, web conferencing, file sharing and Social Business services in an easy-to-deploy, simplified package. With SmartCloud Engage, you benefit from essential and effective collaboration tools in a security-rich environment that help simplify and improve your daily business interactions with clients, business partners and colleagues.

Here are some SmartCloud for Social Business highlights:

- *Industry's only no fee guest model allowing collaboration with experts from inside and outside your organization*
- *Consumer inspired designed with the functionality required for business*
- *Industry's leading social platform delivered in the cloud on the broadest arrays of mobile devices*
- *Award winning controls and compliance, authentication, and encryption.*

## WebSphere Portal

IBM WebSphere Portal Server provides custom-branded, enterprise portal capabilities that help you deliver a highly-personalized, social experience for your customers. With WebSphere Portal Server, you can give customers a single point of access to the applications, services, information, and social connections they need. WebSphere Portal Server helps you increase visitor response and reduce web operations costs.

### More on the Web

#### Public

- [WebSphere Portal Server info on IBM.com](#)

#### Business Partners

- [WebSphere Portal Server info on PartnerWorld](#)

## IBM Employee Experience Suite

IBM Employee Experience Suite is a set of software tools that can help you create a more engaging intranet experience for employees by adding social networking, online collaboration, and content man-

agement capabilities to your intranet. This software can be used with intranet sites on a variety of platforms and devices to support employees in or out of the office.

### More on the Web

#### Public

- [Employee Experience Suite info on IBM.com](#)

#### Business Partners

- [Employee Experience Suite info on PartnerWorld](#)

## Smarter Workforce is Smart for Business Partners

Businesses need a talented, motivated, and stable workforce to help them thrive and grow. In fact, CEOs often report that their number one challenge in growing their business is developing a stronger global workforce. The talent management consulting and technology business helps businesses address this vital need...and it is a large opportunity at over \$4 billion in size.

The unmatched breadth and depth of the IBM Kenexa and collaboration offerings portfolio provides a strong foundation for the Smarter Workforce initiative. By combining the IBM Kenexa and collaboration solution offerings, IBM is able to deliver tremendous business value to its clients.

IBM Business Partners play a vital role in the IBM Smarter Workforce strategy and that translates into significant marketing opportunities for those firms that have the right skills (see Chapter 1). By combining the strengths of Kenexa and collaboration offerings, IBM Business Partners can craft sweeping and unmatched solutions to meet their customers' widely-varying needs. These Smarter Workforce solutions merge the power of big data, analytics, social, and mobile technologies with human insight and behavior to bring people and employers together. The result is empowerment to do more meaningful and valuable work and drive business.

The Smarter Workforce initiative is focused on a huge and growing business

opportunity. If your company has a focus on the human resource/capital management space, the new breed of integrated IBM Kenexa and collaboration solutions may represent a game-changing new business opportunity for you.