

The Forrester Wave™: Talent Acquisition Vendors, Q3 2015

The 12 Providers Best Suited To Address The Changing Recruiting Landscape And How They Stack Up

by Claire Schooley
September 8, 2015

Why Read This Report

The talent acquisition market has changed dramatically. It is no longer just about placing ads on different sites and waiting for the resumes to roll in. Rather, it's ferreting out those passive candidates and convincing them that your company is where they can shine and grow in their profession. Today's recruiters must proactively search, find, and nurture candidates in this tough job market, and they need good tools to do this. In Forrester's 45 criteria evaluation of talent acquisition vendors, we identified the 12 most significant software providers — ADP, Cornerstone OnDemand, Findly, IBM Kenexa, iCIMS, Jobvite, Lumesse, Oracle, PageUp People, PeopleFluent, SuccessFactors, and Technomedia — in the talent acquisition category that provide both applicant tracking system (ATS) and various levels of talent relationship management (TRM) functionality in their recruiting offering. This report details our findings about how well each vendor fulfills our criteria and where they stand in relation to each other to help application development and delivery (AD&D) professionals work with HR to select the right partner for the company's recruiting needs.

Key Takeaways

Jobvite And iCIMS Lead The Pack

Forrester's research uncovered a market in which Jobvite, iCIMS, ADP, and PageUp People lead the pack. SuccessFactors, Cornerstone OnDemand, PeopleFluent, Technomedia, IBM Kenexa, Findly, Lumesse, and Oracle offer competitive options.

Candidate-Facing Recruiting Features Are Key Differentiators In The Talent Acquisition Market

Although ATS is still important to customers, TRM that focuses on candidate-facing features will dictate which providers will lead the pack. Vendors that can provide an integrated ATS and TRM solution will be in position to successfully deliver a streamlined and more-effective talent acquisition solution to their customers.

Access The Forrester Wave Model For Deeper Insight

Use the detailed Forrester Wave model to view every piece of data used to score participating vendors and create a custom vendor shortlist. Access the report online and download the Excel tool using the link in the right-hand column under "Tools & Templates." Alter Forrester's weightings to tailor the Forrester Wave model to your specifications.

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Forrester conducted product evaluations in March and April of 2015 and interviewed 11 vendors, including ADP, IBM Kenexa, iCIMS, Jobvite, PageUp, SuccessFactors, and Technomedia.

Related Research Documents

- [Corporate Recruiters Add Recruitment Marketing And Supportive Technologies To Their Toolkits](#)
- [Customers Weigh In On New Talent Acquisition Needs](#)
- [Transform The Job Candidate Experience From The Outside In](#)

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The Talent Acquisition Market Has Shifted Toward The Candidate

The traditional recruiting process — one of candidates responding to job board announcements, submitting resumes, and waiting with fingers crossed — is dead. Today, companies and candidates participate in a much more holistic and immersive experience — one that wraps brand, recruiting, and even onboarding into one. Companies are presenting elegantly branded career websites that encourage visitors to join their community networks. Candidates want to talk with recruiters and in some cases, current employees, before deciding if a company is a good fit and worth applying to. Recruiters proactively search out passive, as well as active, candidates, using sourcing analytics and recruitment marketing technology, as well as mounting marketing campaigns touting company brand to entice candidates. As Forrester has explored “age of the customer” dynamics in previous research, in the talent acquisition marketplace, this is translating into the “age of the candidate.”¹

Customers Are Looking For Cutting-Edge Talent Acquisition Features

In the past, the focus of recruiting was on streamlining the process of resume intake and moving candidates through the internal process to disposition. Today, however, companies want talent acquisition applications that have strong external candidate marketing and engagement process and a full-featured internal candidate selection process.

Technology use trends reflect these shifting priorities. The recruiting process is no longer only based in the ATS and candidate workflow, but increasingly involves more holistic offerings that include TRM — also known as candidate relationship management. TRM focuses on areas like sourcing, social media, and recruitment marketing. As one customer said, “ATS is still essential but recruitment marketing is equally as important in identifying the most promising candidates.” While often separate recruiting buys today, we expect ATS and TRM to become integrated features in the future, as customers increasingly expect one integrated solution.²

AD&D professionals and their HR counterparts increasingly look for the following features when evaluating talent acquisition solutions:

- › **An engaging career website experience.** A company’s career website is one of the top resources for job seekers. Career-site branding enables visitors to understand more about the company’s business, as well as get insight into the culture and work life of the organization. Job seekers search job listings categorized and arranged by geography. Some job listings may be video-enabled with the hiring manager and a future coworker talking about the job. To assist customers, talent acquisition vendors provide different levels of help in developing career websites, from templates and advice to full career-site development.

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- › **Candidate engagement opportunities through social media.** Candidates are active job seekers. They want to find out about the company and engage — often through Facebook — with a company representative or find other people in their Twitter or LinkedIn network who work for the company and then decide if they want to apply. For example, iCIMS has a job posting tool that supports employee and recruiter sharing of jobs to social media.
- › **Recruitment marketing and social sourcing with recruiting analytics.** Recruiters build an engagement strategy and then look at data from recruitment marketing that shows the best job posting sites for particular jobs based on the analytics and metrics reporting. They also manage email recruiting campaigns, keeping in touch with those candidates that fit some or all of the job requirements. This marketing-communication approach enables organizations to create better relationship with candidates and find those best candidates more quickly.
- › **Talent communities for future job opportunities.** Many good candidates apply, but they don't fit the position requirements. Today, companies can't afford to lose people — but instead must invite them to join a talent community. This opt-in site gives companies a rich resource of talent to search for future job matches. Talent community members are free to give as little or as much information about themselves and may opt-out of the talent community at any time. Some vendors provide multiple talent pools, with each addressing a different job family. Findly and Jobvite are examples of vendors that provide talent community offerings for leads, as well as past candidates.
- › **Streamlined application process and workflow with candidate visibility into status.** Traditionally, completing a job application has been a laborious task. A long, detailed application is often a turn-off, especially if candidates are completing it from their handheld device. SuccessFactors supports a multistage application process with less information requested initially, but with additional information requests as the candidate progresses. Candidates also want to know where they stand.
- › **Job skills and culture-fit assessments for long-term success.** Online skills assessments are common ways to pare down the number of candidates. They also help the hiring manager select the best candidates. Sometimes candidates take an assessment first and, based on results, are invited to apply. Aside from knowledge and skill assessments, companies use personality and culture-fit assessments. ADP provides a variety of assessment offerings to customers.
- › **Mobile functionality for candidates, recruiters, and hiring managers.** Mobile is permeating the internal and external recruiting processes. Candidates expect a company's career site to be mobile-optimized, not only to allow them to search for jobs, but also to upload their LinkedIn profile or resume, and complete the application process from their mobile device. Hiring managers who are often on-the-go can examine candidate details and carry out approvals from their mobile devices.
- › **HR analytics to support smart hiring decisions.** Advanced analytics technologies, including big data, machine learning, and predictive analytics, identify specific sourcing sites where the best candidates with desired skills have come from before. These data source algorithms get smarter

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and smarter the more information they process. Cornerstone OnDemand's Cornerstone Selection offering is an example of these predictive analytics. Analytics also enable searches for candidates in your community network, many of whom are passive candidates but might be interested if job is a right fit.

The Talent Acquisition Landscape Experiences Rapid Change

With the Internet, social media, and the demands of younger generations, the candidate-employer relationship has changed dramatically. Candidates know a lot more about a company before they apply because of resources like Glassdoor. Also, they are able to ask recruiters questions about the company and positions before deciding to apply. Companies are concerned about the image they project and branding is an important new element in recruiting. Social media has enabled recruiters to search for passive candidates. These changes have spurred different kinds of recruiting vendors. They include:

- › **Pure-play talent acquisition vendors that focus only on recruiting.** Findly, iCIMS, and Jobvite are examples of three vendors that focus on recruiting solely offering both ATS and TRM solutions. Although each offers an ATS, their TRM offerings are strongly adopted. These vendors believe that candidate recruitment marketing with analytics will continue to grow and become the dominant talent acquisition offering.
- › **Suite vendors that offer talent acquisition.** Many of these vendors, including IBM Kenexa, Lumesse, Oracle, PageUp People, and PeopleFluent have had talent acquisition offerings for many years, with a focus on providing a strong ATS. They have all added TRM with ongoing development and integration. Some suite vendors have added talent acquisition more recently. These include ADP, Cornerstone On Demand, SuccessFactors, and Technomedia.

Talent Acquisition Vendors Evaluation Overview

To assess the state of the talent acquisition market and see how the vendors stack up against each other, Forrester evaluated the strengths and weaknesses of top talent acquisition vendors.

Our Evaluation Focused On Talent Acquisition Vendors Offering Both ATS And TRM

After examining past research, user need assessments, and vendor and expert interviews, we developed a comprehensive set of evaluation criteria. We evaluated vendors against 45 criteria, which we grouped into three high-level buckets:

- › **Current offering.** Our current offering assessment evaluated the strength of the vendors' products across a wide spectrum of talent acquisition capabilities both from the candidate experience and from the internal workflow perspective. Areas evaluated included recruitment marketing, recruitment management, talent relationship management, and onboarding. Our assessment also examined the technology features and the customer experience.

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- › **Strategy.** Our assessment of the vendors' strategies focused on the strength of each vendor's long-term vision for talent acquisition, product strategy and road map, geographic segmentation, and technology strategy and vision. Our assessment also examined pricing model, time to value, strategic alliances, and product partnerships.
- › **Market presence.** Our assessment of market presence focused on the vendors' depth of financial resources available to enhance their products and serve customers. Our examination focused on vendors' financial viability, including revenue, revenue growth, and profitability and installed customer base, including talent acquisition customer base, new customers, global customer split, and data center locations.

Evaluated Vendors

Forrester included 12 vendors in the assessment: ADP, Cornerstone OnDemand, Findly, IBM Kenexa, iCIMS, Jobvite, Lumesse, Oracle, PageUp People, PeopleFluent, SuccessFactors, Technomedia. In order to be included in this analysis, each vendor has to meet the following criteria. Each of these vendors has (see Figure 1):

- › Yearly vendor revenue of \$20 million or more.
- › A software-as-a-service (SaaS) multitenant architecture recruiting application
- › An ATS (applicant tracking system — internal applicant workflow) and TRM (talent resource management — social sourcing, recruitment marketing, talent network etc.)
- › A full-featured recruiting app for salaried employees
- › At least 100 live recruiting customers on the evaluated SaaS solution
- › A recruiting application that has been in the market for a minimum of two years.
- › The majority of recruiting customers with more than 1,000 employees and some enterprise customers (customers with over 10,000 employees)

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FIGURE 1 Evaluated Vendors: Product Information And Selection Criteria

Vendor	Product evaluated	Product version evaluated
ADP Recruiting Management	ADP Recruiting Management	15.2
Cornerstone OnDemand	Cornerstone Recruiting	Cornerstone Recruiting, Q1 2015
Findly Talent, LLC	Findly Talent Acquisition Suite	1
IBM Corporation	IBM Kenexa Talent Acquisition Suite	1.1.2
iCIMS	iCIMS Talent Platform	Talent Platform 14.2
Jobvite	Jobvite Platform	SaaS Product
Lumesse Limited	TalentLink	14.1
Oracle Taleo Enterprise	Talent Acquisition	Q1 2015
PageUp	Recruitment Management System	Recruitment Management System Q1 2015
PeopleFluent	PeopleFluent Recruiting	11.6
SuccessFactors, an SAP Company	SAP SuccessFactors Recruiting & SAP SuccessFactors Onboarding	Q1 2015
Technomedia	Technomedia Talent Platform	2015 Service Pack 1

Inclusion criteria

Yearly vendor revenue of \$20 million or more.

A SaaS multitenant architecture recruiting application.

An ATS (applicant tracking system — internal applicant workflow) and TRM (talent resource management — social sourcing, recruitment marketing, talent network etc.).

A full-featured recruiting app for salaried employees.

At least 100 live recruiting customers on the evaluated SaaS solution.

A recruiting application that has been in the market for a minimum of two years.

The majority of recruiting customers with more than 1,000 employees and some enterprise customers (customers with over 10,000 employees).

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Four Vendors Separate Themselves From The Pack

The evaluation uncovered a market in which (see Figure 2):

- › **Jobvite, iCIMS, ADP, and PageUp lead with well-developed ATS and TRM.** Jobvite and iCIMS are pure talent acquisition vendors that focus on the internal application workflow, the resources to find candidates, and simplicity in the candidate experience. Both vendors have very strong social tools for recruitment marketing. Jobvite is known for its “jobvites,” a simple way for any employee to reach out to passive candidates. Jobvite is relatively small and North American-centric but will be expanding internationally. iCIMS is also North American-centric but shows exceptionally strong customer growth and will continue to expand its footprint globally. ADP and PageUp People are suite players; ADP is a relative newcomer to talent acquisition but, for PageUp People, talent acquisition is its heritage. ADP has developed TRM functionality with well-integrated social tools to find passive candidates. An outstanding feature of PageUp People is its ability to support recruiting in emerging markets.
- › **SuccessFactors and Cornerstone OnDemand are Leader contenders.** Teetering between Leaders and Strong Performers, these vendors present a very good recruiting product in ATS especially, but also in TRM. Cornerstone OnDemand is a relative newcomer to talent acquisition. Cornerstone OnDemand provides very good ATS functionality, leads in HR predictive analytics, and is developing TRM features. SuccessFactors has very strong ATS features, excellent onboarding components, integrated TRM features, and continues to work on additional TRM functionality and mobile features for candidates.
- › **IBM Kenexa, PeopleFluent and Technomedia are solid strong performers and growing.** While traditionally a strong ATS, IBM Kenexa is building TRM features and has the vision that focuses on the candidate. PeopleFluent is also on its way with good strategy and road map. It has depth in ATS functionality with excellent mobile capability and will continue to develop other TRM features. Technomedia presents solid product with equal emphasis on ATS and TRM. This will help them build product visibility and recognition in North America.
- › **Findly, Lumesse and Oracle Taleo Enterprise are addressing challenges.** Findly, a four-year old and growing company may be ahead of its time in its vision for how candidates will be sourced, kept “warm,” and selected. It believes that the future centers on recruitment marketing and strong TRM components. Findly is developing ATS features, but presently the ATS and TRM are not well-integrated. Both Lumesse and Oracle Taleo Enterprise products are legacy offerings that have loyal customers and have continued to add features. With the rise of TRM and recruitment marketing, social sourcing, and onboarding as a process to full productivity, these vendors have lagged. Lumesse meets some TRM needs through partnering with a TRM vendor. It has made some good strides toward more candidate-facing features, but these features tend to be embedded and not easy-to-use.

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This evaluation of the talent acquisition market is intended to be a starting point only. We encourage clients to view detailed product evaluations and adapt criteria weightings to fit their individual needs through the Forrester Wave Excel-based vendor comparison tool.

FIGURE 2 Forrester Wave™: Talent Acquisition Vendors, Q3 '15



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Smart data for smart decisions

Go to Forrester.com to download the Forrester Wave tool for more detailed product evaluations, feature comparisons, and customizable rankings.

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FIGURE 2 Forrester Wave™: Talent Acquisition Vendors, Q3 '15 (Cont.)

	Forrester's Weighting	ADP	Cornerstone OnDemand	Findly	IBM Kenexa	iCIMS	Jobvite	Lumesse	PageUp	PeopleFluent	SuccessFactors	Technomedia
CURRENT OFFERING	50%	3.66	3.10	3.02	3.09	3.87	4.08	2.66	3.87	3.19	3.29	3.68
Recruitment marketing	20%	3.60	3.20	4.05	3.15	4.50	3.70	3.30	3.90	3.20	3.65	4.25
Recruitment management	15%	3.70	2.70	2.45	3.40	3.50	4.55	3.00	3.60	3.40	3.80	3.30
Talent relationship management	15%	3.60	1.80	5.00	3.00	3.60	4.20	1.60	3.60	3.00	3.00	3.00
Onboarding	10%	2.50	4.40	0.80	3.00	3.70	3.00	1.40	4.10	3.00	4.00	3.40
Technology	20%	4.15	3.00	3.20	2.70	3.55	4.15	2.30	4.45	3.45	3.00	4.15
Customer experience	20%	3.80	3.70	1.85	3.30	4.10	4.50	3.55	3.55	3.00	2.70	3.55
STRATEGY	50%	3.70	4.00	2.85	3.25	4.15	4.60	3.00	3.30	3.55	3.60	2.75
Product strategy and vision	100%	3.70	4.00	2.85	3.25	4.15	4.60	3.00	3.30	3.55	3.60	2.75
Cost and value	0%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Strategic alliances/ product partnerships	0%											
MARKET PRESENCE	0%	3.23	2.83	2.25	3.08	3.73	2.70	3.45	2.68	2.75	3.58	2.55
Financial viability	50%	4.20	3.40	2.00	3.40	4.20	3.40	3.40	2.60	3.00	3.40	2.60
Installed base	50%	2.25	2.25	2.50	2.75	3.25	2.00	3.50	2.75	2.50	3.75	2.50

All scores are based on a scale of 0 (weak) to 5 (strong).

Vendor Profiles

Leaders

- › **Jobvite is a clear leader with deep social tool functionality.** Innovative “jobvites” are personal job invitations with unique trackable links that use matching technology to find appropriate social network contacts. Jobvite helps find other passive and active candidates by searching existing company people databases, the Web, and free and paid databases from a single interface. It also allows interested job seeker to become part of a talent community without applying for a job. It provides an easy workflow that enables hiring managers to review candidates and make hiring decisions from their mobile device. The job application page is configurable to capture as little or

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as much information as necessary in a very simple application process. The HR business function can take ownership of system configuration, minimizing the need for IT. Customers give Jobvite high marks for ease-of-use, satisfaction in product performance, implementation, and sourcing candidates and providing metrics on sourcing solutions. Jobvite is still small, but is a cutting-edge company leading the way in the talent acquisition space.

- › **iCIMS, a former talent management suite player, focuses on talent acquisition.** It has depth in sourcing analytics, showing the number and quality of candidates from each source. Using “Connect,” the social marketing tool, it can manage candidate pools by function and send personalized branded materials. The hiring manager gets quick alerts on a dashboard and uses a unique compose email tool to communicate with candidates. The ATS allows customers to configure the complexity of the application and candidates can carry out all application processes from their mobile device. iCIMS provides excellent customer service and very good overall customer satisfaction, especially in product implementation and performance. In the future, the vendor will extend its core talent acquisition capabilities, as it supports global expansion of its current clients, mainly in Canada and UK.
- › **PageUp People is a suite player that leads with talent acquisition.** Based in Australia, PageUp has a focus on meeting the needs of developing countries. It has the capability to support these needs via its low bandwidth capability, simplified interface, and mobile-optimized candidate experience. PageUp People has social support features, but the company is especially strong in its full career website development support using a consultative approach. It has a good ATS with assessment capabilities and out-of-the-box compliance integration. The platform supports full ownership by HR in processes and workflows, and enables HR to adapt the system according to changing business demands without the need for IT. PageUp People analytics is well-developed, including trending data that allows predictive analytics. The vendor has a mobile-first approach, allowing the candidate and the hiring manager to complete all recruiting functions from their mobile devices. Customers rate overall satisfaction with the implementation and product performance very good, but some noted challenges in application integration.
- › **ADP has developed a strong talent acquisition platform.** It integrates the internal recruiting processes and workflow with the more recent focus on attracting and engaging the candidates using recruitment marketing and social sourcing. SourcePoint is its offering that searches resume databases and social networking sites and engages through XML integrations with other vendor partners to find talent. ADP enables customers to configure and build branded talent pools based on their needs, managing candidate campaigns as well. The talent communities are localized in 15 languages. The candidate application process has robust native pre-screening capabilities as well as integrations with assessment vendors. Its onboarding features address all candidate paperwork and provide company information before the candidate’s first day, but lag on support processes to get the candidate to full productivity. The mobile capabilities for both the candidate and hiring manager are best-in-class, allowing all processes to be accomplished remotely. Customers feel they are getting good value for money and are satisfied with implementation, customer service, and training.

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Very Strong Performers

- › **SuccessFactors developed recruiting as a component of its talent suite.** It has a very strong ATS component, including the ability for candidates to use multistage applications as they progress in the recruiting process. The onboarding component provides excellent material resources to get new employees started, including pre-hire activities, company and manager information, and team member contacts — all accessible through the SuccessFactors mobile app. Its talent recruitment management facilitates job distribution through a one-click option, automatic marketing based on keywords and job categories, and integrated distribution vendors. Mobile is browser-based for the candidate experience, but a native app is supported for new hire, hiring manager, and HR professionals. Customer satisfaction varied: Overall satisfaction with the product performance and implementation was good, but customer service and training are both areas that need attention.
- › **Cornerstone OnDemand offers a vendor-built recruiting application.** Available for the last three years, this product has become more robust. A Cornerstone standout feature is Cornerstone Selection, a predictive hiring and assessment tool that predicts best-fit candidates and those that will stay the longest. The vendor's ATS functionality gets the job done with pre-screening questions, third-party assessments, and resume parsing. The hiring manager workflow is very basic and will be a future enhancement. Although the vendor does not have a built-out talent recruitment management system for features like talent community and social marketing, it does have some well-developed components. The career website layout enables customers to drag-and-drop items to the website. Cornerstone OnDemand also supports native apps and web browser access to mobile. Cornerstone provides excellent onboarding features, including management of pre-hire paperwork, provision of first-day welcome features with company information and training materials, and some resources over the first months for the new hire ramp to full productivity. Customers find the product very easy-to-use and Cornerstone providing very good customer service, value-for-money, and implementation services.

Strong Performers

- › **Technomedia provides an integrated talent management solution.** Talent acquisition is one of its six talent components. It has strong offerings across both internal- and external-facing talent acquisition products. The platform offers social recruiting tools that match social media profiles to jobs descriptions. Sourcing analytics tracks where hires come from by tagging media. The ATS is basic but does have the functionality to determine completion rates, when job seekers left the application process, and the time spent on each section. Features enable customers to create talent communities and define fields, criteria, and other rules that can make the process complex. ATS and TRM components are completely integrated in Technomedia's offering, including all-in-one pricing. The product provides complete mobile support for candidates and the hiring manager. Customers rate the product high for customer support and implementation services, with some challenges around data access issues.

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- › **IBM Kenexa recruiting product is based on Kenexa recruiting.** IBM has upgraded the offering and continues to add new functionality, especially in the area of TRM. The ATS has the basic components of internal application workflow. The product offers many kinds of assessments based on Kenexa's strong assessment offerings and team of psychometricians. Global reach is excellent, with technology adapting to different geographies and providing multiple languages for the website, as well as on the recruiter side. The talent community includes leads and past candidates with good functionality around job families of interest and appropriate campaigns to keep candidates warm. IBM Kenexa's social recruiting depends on integrations with aggregators and job boards. The recruiting application is not yet flexible enough to enable HR professionals to own configurations tasks without special training or IT help. Predictive analytics is not built-in but could link to IBM Talent Insights. The product is moving toward a more candidate-centric offering while maintaining internal workflow. Customers receive very good customer service and felt that they receive good value for their money.
- › **PeopleFluent has a solid ATS for internal workflow.** It has also developed very good capabilities in candidate-facing offerings. Some recruitment marketing and social hiring are included in PeopleFluent's ATS. It has a configurable career website that uses a variety of media to develop an engaging site. Site configuration requires a consulting engagement. The product has good capabilities to support workflows in different countries and has multiple languages for recruiter/hiring manager and the career website. PeopleFluent has outstanding mobile support for the hiring manager and recruiters to review candidates and make decisions, as well as for the candidate to carry out job searches, apply and complete application process, and attach their LinkedIn profile or resume. Analytics and reporting are below par presently, but good plans are on the road map. Customers say the product, customer service, and implementation services are generally good. Reporting, integration, and data access are areas of concern cited by some customers.

Average Performers

- › **Findly is a vendor that has a strong focus on the candidate-facing side of recruiting.** Although it has an ATS, it is not yet updated and integrated tightly with the TRM product. Findly takes a different approach to many features. For example, it delivers a fully functioning, branded, and customized career website to each new customer. The referral capability encourages not only referrals who are a good skill match but also those who are a good cultural fit but not associated with a job opening. Customers who use this product want TRM features and find that Findly's product (without the ATS) meets their needs. They find that the product performs well and the company provides good customer service.
- › **Lumesse's talent acquisition product is implemented internationally.** The product provides good ATS functionality including some website career development features. Deeper TRM features like talent communities are not built into product, but are handled by integration with providers like Hollaroo. A number of vendor integrations also address social media connectivity. Onboarding functionality is minimal and has not been a focus of Lumesse, but it will partner for these features

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in the future. The product does support candidates who want to apply through mobile and enables hiring managers to carry out most of their activities through mobile. Lumesse's road map includes the launch and development of the TalentObjects suite, which will include TalentObjects Recruit. Built on the Salesforce platform, the solution will meet many of the mobile-first, candidate-centric and greater user engagement needs of customers.

- › **Oracle Taleo Enterprise.** Oracle did not accept our invitation to participate in this Forrester Wave as indicated by the grayed-out circle in the Forrester Wave graphic. Therefore, our evaluation comes from general information available from the vendor, the Oracle Taleo website discussion of talent acquisition, and Oracle talent acquisition customers. The product has the strongest features in ATS. This is the Taleo talent acquisition platform with Oracle enhancements and is known as the workhorse of the recruiting world. Recruiting has moved more to finding the right candidates, engaging them, and converting the passive candidates to active ones. Oracle has added features to meet these new needs but the core platform is legacy and not as user-friendly and easy-to-configure for HR professionals as other platforms built more recently. Customers reported challenges in reporting functionality, configuration, and adequate training offerings.

Non-Forrester Wave Vendors With Talent Acquisition Solutions

In this talent acquisition Wave evaluation, we identified specific criteria that Wave vendors had to meet. Other vendors in the talent acquisition space have very good solutions, but did not meet our criteria (see Figure 3). These include small boutique vendors with specific recruiting functionality, vendors with offerings that are new to the recruiting market, and all-in-one vendors that do not sell recruiting separately. Figure 3 lists examples of some of these vendors and their specific offering.

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FIGURE 3 Other Vendors In The Talent Acquisition Space

Ultimate Software	All-in-one vendors (Recruiting not sold separately from other apps)	Ultimate is a unified, global HRM provider. UltiPro Recruiting focuses on providing an engaging candidate experience. Its gamified approach to finding job opportunities, mobile-ready platform, and use of popular social tools make it easy to search and apply for jobs and helps reduce candidate drop-off.
Workday	All-in-one vendors (Recruiting not sold separately from other apps)	Workday Recruiting is an end-to-end talent acquisition solution unified with Workday HCM. Particular strengths include its dynamic candidate workflow, collaborative interview team feedback, real-time analytics, and an intuitive mobile-first user experience.
CareerBuilder	New and emerging recruiting vendors	This former job board has diversified to become a talent acquisition solution provider. It has a pre-hire platform that shows where the best candidates are, posts to multiple job boards, searches all candidate databases from one place, and manages recruiter and candidate workflow. It makes good use of analytics in these activities.
Gild	New and emerging recruiting vendors	This hiring platform focuses on helping companies find, nurture, and hire the right person for the right role. It applies data science, automation, and predictive analytics to every phase of the hiring process to make talent acquisition professionals more effective.
Greenhouse	New and emerging recruiting vendors	Greenhouse is a recruiting software platform made for hiring teams to improve recruiting performance. It has collaboration tools, source quality attribution, standardized interview kits, workflow automation, pipeline management, and KPI tracking built-in.
Saba	New and emerging recruiting vendors	Saba is a suite HRM vendor with a new recruiting solution. Aside from the other “must-haves” in recruiting, Recruiting@Work offers machine learning intelligence, as well as social and real-time collaboration capabilities embedded throughout its talent applications.
SmartRecruiters	New and emerging recruiting vendors	SmartRecruiters offers a Hiring Success Platform targeted at enterprises that want to transform their recruiting. The offering includes recruitment marketing and collaborative hiring (ATS) with an intuitive interface for candidates, recruiters, and hiring managers. The platform is open and is pre-integrated to many HR vendors.

The Forrester Wave™: Talent Acquisition Vendors, Q3 2015

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FIGURE 3 Other Vendors In The Talent Acquisition Space (Cont.)

Entelo	Vendors that sell recruiting components	Entelo is a recruiting platform that helps companies use big data, predictive analytics, and email optimization to hire. Algorithms decide, for example, when candidate is more likely to leave current job or which candidates have a high likelihood of belonging to an underrepresented demographic.
HireVue	Vendors that sell recruiting components	On-demand and live candidate interviews allow candidates to tell their story and show their talents. These videos enable recruiters to identify the best candidates quickly and help hiring managers to review candidates and their materials and make faster decisions.
Match-Click	Vendors that sell recruiting components	Match-Click redefines job postings by using hiring manager- and coworker-produced videos as features of the job postings. Designed for mobile devices and built for social media sharing, these short (20 sec.) videos communicate job details as well as culture of the organization.
Smashfly	Vendors that sell recruiting components	This recruitment marketing platform integrates with any ATS and increases recruiters' success in attracting and converting candidates. It gives talent acquisition teams real-time analytics of recruitment marketing channels and an accurate view of the sources that produce the best hires.
QUESocial	Vendors that sell recruiting components	QUESocial extends the employer brand reach by delivering employer-brand content via email or SMS to recruiter for easy sharing with their personal social networks. The Game Engine motivates the right social activities for employees to grow and convert social media networks into referrals, candidates, and hires.

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Supplemental Material

Online Resource

The online version of Figure 2 is an Excel-based vendor comparison tool that provides detailed product evaluations and customizable rankings.

Data Sources Used In This Forrester Wave

Forrester used a combination of three data sources to assess the strengths and weaknesses of each solution:

- › **Vendor surveys.** Forrester surveyed vendors on their capabilities as they relate to the evaluation criteria. Once we analyzed the completed vendor surveys, we conducted vendor calls where necessary to gather details of vendor qualifications.
- › **Product demos.** We asked vendors to conduct demonstrations of their product's functionality. We used findings from these product demos to validate details of each vendor's product capabilities.
- › **Customer reference surveys.** To validate product and vendor qualifications, Forrester also conducted reference questionnaires with three of each vendor's current customers.

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The Forrester Wave Methodology

We conduct primary research to develop a list of vendors that meet our criteria to be evaluated in this market. From that initial pool of vendors, we then narrow our final list. We choose these vendors based on: 1) product fit; 2) customer success; and 3) Forrester client demand. We eliminate vendors that have limited customer references and products that don't fit the scope of our evaluation.

After examining past research, user need assessments, and vendor and expert interviews, we develop the initial evaluation criteria. To evaluate the vendors and their products against our set of criteria, we gather details of product qualifications through a combination of lab evaluations, questionnaires, demos, and/or discussions with client references. We send evaluations to the vendors for their review, and we adjust the evaluations to provide the most accurate view of vendor offerings and strategies.

We set default weightings to reflect our analysis of the needs of large user companies — and/or other scenarios as outlined in the Forrester Wave document — and then score the vendors based on a clearly defined scale. These default weightings are intended only as a starting point, and we encourage readers to adapt the weightings to fit their individual needs through the Excel-based tool. The final scores generate the graphical depiction of the market based on current offering, strategy, and market presence. Forrester intends to update vendor evaluations regularly as product capabilities and vendor strategies evolve. For more information on the methodology that every Forrester Wave follows, go to <http://www.forrester.com/marketing/policies/forrester-wave-methodology.html>.

Integrity Policy

All of Forrester's research, including Forrester Waves, is conducted according to our Integrity Policy. For more information, go to <http://www.forrester.com/marketing/policies/integrity-policy.html>.

Endnotes

- ¹ Forrester believes that the only way to win, serve, and retain customers in today's competitive marketplace is to become customer-obsessed; it is the "age of the customer." In talent acquisition the same is true. The only way to find, engage, and win candidates in the war for talent is to proactively search out passive and active candidates using recruitment marketing technology and mounting marketing campaigns. It is also "the age of the candidate"
- ² Traditionally, the corporate talent acquisition or recruiting process has focused on the internal activities of moving job seekers from the role of candidate to the role of employee. Today's businesses need to do more because they can't find good candidates. See the "[Corporate Recruiters Add Recruitment Marketing And Supportive Technologies To Their Toolkits](#)" Forrester report.

We work with business and technology leaders to develop customer-obsessed strategies that drive growth.

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