Ventana Research
HCM Research in 2017

Setting the annual expertise and topic agenda

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Ventana Research

Ventana Research connects users and providers of technology through its research and advisory services, focusing on improving business performance.

Our unique approach is evaluating the people, processes, information and technology components of organizations using applications and tools across business and IT areas.

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Ventana Research Expertise Agenda

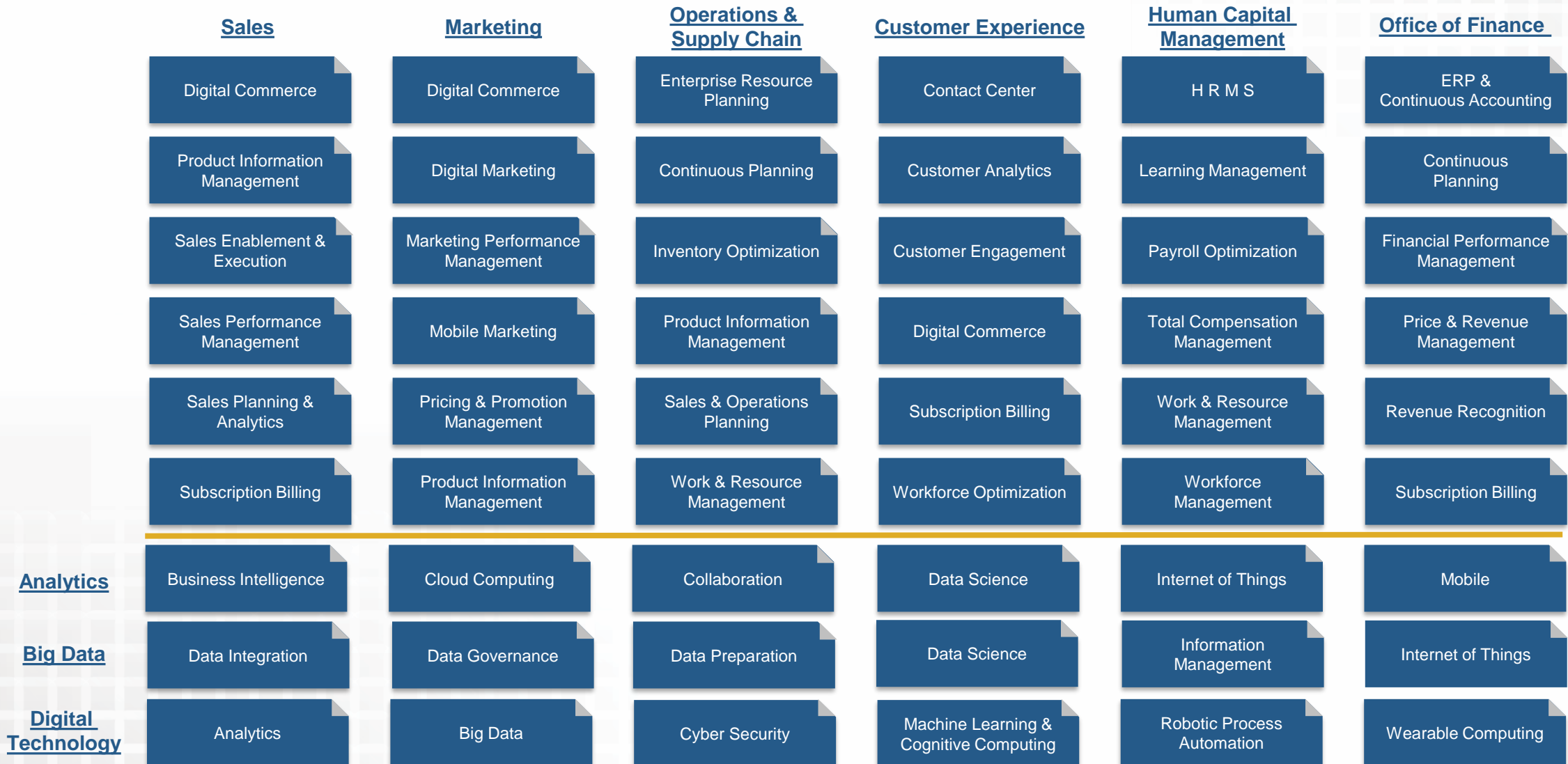Our Research Agenda and expertise in critical business and technology topics is driven by our analysts' deep understanding of business requirements and our knowledge of technology providers.

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

Ventana Research Expertise Framework

Sales	Marketing	Operations & Supply Chain	Customer Experience	Human Capital Management	Office of Finance
Digital Commerce	Digital Commerce	Enterprise Resource Planning	Contact Center	H R M S	ERP & Continuous Accounting
Product Information Management	Digital Marketing	Continuous Planning	Customer Analytics	Learning Management	Continuous Planning
Sales Enablement & Execution	Marketing Performance Management	Inventory Optimization	Customer Engagement	Payroll Optimization	Financial Performance Management
Sales Performance Management	Mobile Marketing	Product Information Management	Digital Commerce	Total Compensation Management	Price & Revenue Management
Sales Planning & Analytics	Pricing & Promotion Management	Sales & Operations Planning	Subscription Billing	Work & Resource Management	Revenue Recognition
Subscription Billing	Product Information Management	Work & Resource Management	Workforce Optimization	Workforce Management	Subscription Billing

	Sales	Marketing	Operations & Supply Chain	Customer Experience	Human Capital Management	Office of Finance
Analytics	Business Intelligence	Cloud Computing	Collaboration	Data Science	Internet of Things	Mobile
Big Data	Data Integration	Data Governance	Data Preparation	Data Science	Information Management	Internet of Things
Digital Technology	Analytics	Big Data	Cyber Security	Machine Learning & Cognitive Computing	Robotic Process Automation	Wearable Computing

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Expertise is Cross Functional, Not Pigeon-Holed

Background:

Ventana Research analysts work as a team across lines of business, processes, functions and technologies to provide perspectives that analyst firms with narrow, technology defined coverage areas are not able to match.

Examples:

- HCM with Operation and Supply Chain in Work and Resource Management.
- HCM with Finance in Payroll Optimization.
- HCM with Sales in Sales Performance Management.

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Services for Users and Providers

Technology Users

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

Technology Providers

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

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Market Consultation Service

Overview:

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

Value:

- Smartest path to understanding the state of the technology market to adjust your business efforts.

- Improve technology strategies to better optimize your productivity and performance of business processes.

- Optimize business efforts by overcoming challenges with your people and processes through using technology.

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Human Capital Management Expertise

Overview

- Human Capital Management provides organizations the ability to engage the workforce with the applications and processes that deliver the insights and actions to optimize performance.

Focus Areas

HRMS	Learning Management	Payroll Optimization
Total Compensation Management	Work & Resource Management	Workforce Management

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Agenda for Human Capital Management

HRMS

- Employee engagement has drastically improved with HRMS increasing satisfaction.
- Use of mobile technology is accelerating the simplicity of self-service for HRMS.
- Optimize employee processes is possible through adoption of digital focused HRMS.

Learning Management

- LMS have evolved to support collaborative learning for LOB to maximize performance.
- Leveraging social collaboration technology is making it easier to engage the workforce.
- Assess effectiveness of LMS is essential to optimize engagement and compliance.

Payroll Optimization

- Payroll efficiency across HCM and Finance is possible by unifying processes and systems.
- Utilizing cloud computing streamlines the interconnectivity of payroll with HCM and finance.
- Examine payroll systems to ensure critical HCM investments are fully optimized.

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Agenda for Human Capital Management

Total Compensation Management

- Newer applications are unifying compensation with HCM and finance processes.
- Utilizing big data and analytics elevates visibility to compensation effectiveness.
- Invest into dedicated compensation helps diversity compliance, recruiting and retention.

Work and Resource Management

- Streamlining tasks and activities for work and utilizing resources is shifting rapidly
- Engagement of work to perform is simplified through accessibility of mobile technologies.
- Utilize applications designed for worker efficiency is essential for productivity.

Workforce Management

- Time and labor management has engaged digital technologies for increased satisfaction.
- Using wearable computing and Internet of Things methods can simplify work.
- Optimize workforce processes requires integration with HCM processes and systems.

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Digital Technology for Human Capital Management

Analytics

- Insight to workers and workforce requires analytics to determine state of operations.
- Analytics used effectively across HCM will ensure effective process improvement.
- Apply analytics across unified set of workforce data and HCM guides improvements.

Big Data

- Centralizing data about employees and work can support wide range of analytics.
- Simplification of big data technologies has made the ability to unify data and processes.
- Use big data to optimize data and integration strategies across HCM.

Collaboration for Business

- The digital and social collaboration among workers is optimizing workforce effectiveness.
- Advancement in use of collaboration for learning systems has improved performance.
- Assess all applications ability to provide or integrate with social collaboration.

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Digital Technology for Human Capital Management

Machine Learning & Artificial Intelligence
- The processing of data and context is increasing the learning and action for workers.
- Utilizing AI will increase insight to potential worker effectiveness.
- Determine where machine learning will increase time to action on unknown issues.

Mobile Technology
- Applications operating across smartphones and tablets is streamlining work.
- Employees and managers using HRMS and Learning will find increased productivity.
- Examine use of mobile for self-service access to information and tasks.

Wearable Computing
- Use of wearables for notification and action is changing how resources are utilized.
- Optimizing employee engagement can be achieved through wearable technologies.
- Assess how productivity and wellness is executed will create sense of commitment.

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HRMS

Overview

- The effective use of human resource management systems (HRMS) can optimize the employee processes for increasing productivity and improving workforce performance.

Agenda

- Employee engagement has drastically improved with HRMS increasing satisfaction.
- Use of mobile technology is accelerating the simplicity of self-service for HRMS.
- Optimize employee processes is possible through adoption of digital focused HRMS.

Insights - Examples

- Key Insight: "Using an HRMS effectively can contribute to business benefits."
- Best Practices: "Measure your organization's performance in human resources management."

Market Research

- Benchmark: Next Generation HRMS
- Value Index: HRMS (Q2)

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Learning Management

Overview

- Learning management provides the processes to provide it digitally to any worker in formal and informal methods with collaboration and engagement across workforce.

Agenda

- LMS have evolved to support collaborative learning for LOB to maximize performance.
- Leveraging social collaboration technology is making it easier to engage the workforce.
- Assess effectiveness of LMS is essential to optimize engagement and compliance.

Insights - Examples

- Key Insight: "Investments in learning management are intended to create effective workers."
- Best Practices: "Assess the extent of collaboration and how it can supplement learning."

Market Research

- Dynamic Insights: Learning Management (Q2)
- Value Index: Learning Management (Q2)

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Payroll Optimization

Overview

- Payroll optimization provides the processes that manage the creation and execution of pay across workers while providing the information and technology to support its requirements.

Agenda

- Payroll efficiency across HCM and Finance is possible by unifying processes and systems.
- Utilizing cloud computing streamlines the interconnectivity of payroll with HCM and finance.
- Examine payroll systems to ensure critical HCM investments are fully optimized.

Insights - Examples

- Key Insight: "Organizations want payroll systems to help improve employee productivity."
- Best Practices: "Consider employee self-service capabilities to improve payroll efficiency."

Market Research

- Benchmark: Payroll Optimization (Q2)
- Dynamic Insights: Human Capital Management (Q3)
- Value Index: Payroll Management (Q3)

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Compensation Management

Overview

- Compensation management provides the processes and underlying system to address all forms of compensation and the administration, integration and consumption of it.

Agenda

- Newer applications are unifying compensation with HCM and finance processes.
- Utilizing big data and analytics elevates visibility to compensation effectiveness.
- Invest into dedicated compensation helps diversity compliance, recruiting and retention.

Insights - Examples

- Key Insight: "The most important benefit of compensation is workforce alignment to goals."
- Best Practices: "Focus on outcomes for improving workforce performance."

Market Research

- Benchmark: Compensation Management (Q1)
- Value Index: Compensation Management

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Work & Resource Management

Overview

- Work and Resource Management is a systematic approach to prioritizing work and optimizing resources. It uses an integrated set of dedicated applications designed to continuously monitor and streamline processes and activities.

Agenda

- Streamlining tasks and activities for work and utilizing resources is shifting rapidly
- Engagement of work to perform is simplified through accessibility of mobile technologies.
- Utilize applications designed for worker efficiency is essential for productivity.

Insights - Examples

- Key Insight: "Organizations are concerned about how they manage their workforces."
- Best Practices: "Make sure that tools' capabilities suit the roles of your users."

Market Research

- Dynamic Insights: Work & Resource Management (Q1)

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Workforce Management

Overview

- Ventana Research defines workforce management as the set of activities and processes organizations use to manage their hourly and salaried workforce for maximal productivity.

Agenda

- Time and labor management has engaged digital technologies for increased satisfaction.
- Using wearable computing and Internet of Things methods can simplify work.
- Optimize workforce processes requires integration with HCM processes and systems.

Insights - Examples

- Key Insight: "Most organizations use inadequate software for workforce management."
- Best Practices: "Develop a strategy for collaboration in workforce management."

Market Research

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

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Technology Areas of Focus for HCM

HRMS

- Self-Service
- Worker information
- Onboarding
- Payroll
- Benefits

Talent Management

- Recruiting / Hiring
- Compensation
- Performance
- Recognition and rewards
- Succession

Workforce Management

- Time and attendance
- Absence and leave
- Scheduling
- Task and activity
- Workforce analytics

Work and Resource Management

- Asset management
- Project management
- Portfolio management
- Task and activity management
- Worker self-service

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Market Research for Human Capital Management

Benchmark Research

- Workforce Management (2017)
- Total Compensation (2017)
- Payroll Management (2017)
- Next Generation HRMS
- Human Capital Analytics

Value Index Research

- Total Compensation (2017)
- Workforce Management (2017)
- Payroll Management (2017)
- Learning Management (2017)
- HRMS (2017)

Dynamic Insights Research

- Work and Resource Management (2017)
- Learning Management (2017)
- Workforce Analytics and Planning (2017)
- Talent Management (2017)

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