



# Making The Business Case For Talent Lifecycle Management Technology

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# Introduction

Finding the right talent technology stack for the Talent organization is a constant research and iteration exercise: a balance between solving the team's existing challenges, and planning for growth and future technology updates.

Today's landscape – where businesses face uncertain economic conditions plus a tight labor market – make it critical that HR brings smart solutions to talent challenges that deliver real value, quickly.

Not only must HR identify what technology is best for addressing the various talent challenges, today and tomorrow, but they must also align with multiple stakeholders internally and obtain their buy-in in order to purchase it. Even for well-resourced teams, it's a complex and time-consuming process.

Our goal in writing this guide was to make this process easier for Talent leaders, and to simplify the task of making the case internally for the Talent Lifecycle Management platform of their choice.

Modern HR teams need technology that can address a wide range of tasks, from acquisition to engagement to development. Increasingly, they need to look at these tasks more holistically: how learning affects retention, or how the right Talent Acquisition approach impacts productivity. They are breaking down silos and realizing that, if they want connected insights and the ability to make better decisions, they need better tools, not more tools.

The buying process is ambiguous, especially for stakeholders unfamiliar with the HR tech landscape. With so many different solutions and vendors, how do you ensure that an investment in Talent Lifecycle Management technology brings data, insights and workflows together in one place, rather than adding yet more complexity? How can you measure the impact it will have?

Given the breadth of available solutions, a comprehensive, tool-agnostic approach makes the process of selecting a partner simpler. Read on to learn more about making the case to the wider business – how to articulate the value of Talent Lifecycle Management technology not only to HR teams, and talent, but to the wider organization.



# 1. Identify Goals and Stakeholders

## SET BROAD GOALS

Take the time to identify the goals of this process before you start: this will improve the clarity of your next steps, and increase your chances of success. The main purpose of your business case document is to help you articulate the strategic importance of a Talent Lifecycle Management platform – for your business specifically – and gain stakeholder buy-in for this critical investment. Keep that purpose in mind when you put into words what you want to achieve.

### Your goals for the new solution could include:

- Increased process efficiency in HR
- Improved information sharing
- Improved candidate or employee engagement
- Improved quality of hire
- Reduced cost-of-hire
- Shorter time-to-fill
- More/optimized internal mobility
- Ability to manage passive candidates
- Improved retention/reduced turnover
- Increased diversity
- Better collaboration between HR and Hiring Managers

Turn these goals into a mission statement; a high level overview of what you hope to achieve by adopting new talent management technology.

For example: “The goal of this document is to showcase how new Talent Lifecycle Management technology will improve hiring efficiency and quality, boost talent attraction, retention and engagement, and give the company a competitive advantage with regards to talent. It will highlight the benefits of the solution, such as improved and connected data around candidates and employees, talent pooling and nurturing, powering internal mobility, and detailed reporting. It will also explore the returns of such a solution, taking into account the lowered costs and shorter times to fill roles, the expanded pools of candidates, and the higher quality/productivity of talent.”

Your organization’s goals might become clearer as you go through the process of building your own business case, so do come back to them if you need to.





## BRING STAKEHOLDERS TOGETHER

When building your business case, consider who will be part of the process. Who will approve the budget? Who makes the decisions about new technology? Who will be using it? Who is affected by its implementation and use?

If you are able to put together a team of “influencers”, consider the following:

### 1. Target individuals who have exhibited positive behaviors in the past

These may include

- An openness to new solutions, and a desire to bring change to the organization.
- A motivation to go beyond cost reduction, and achieve top-line value creation.
- An appetite for a talent-first approach to organizational success.

### 2. Favor influence over numbers

The larger the buying team, the harder it will be to reach a decision. If you can keep the number of involved members to 3 or 4, as that ensures a higher chance of actually proceeding with the purchase. Favor influential individuals with enough organizational clout to make the purchase happen, even if the team is small.

### 3. Go for optimal decision-making

Push for a selection by consensus and not by vote, as a voting approach usually results in a suboptimal outcome: meeting in the middle means obtaining an average result, and none of the “best case” scenarios are achieved.

In addition, where possible, ensure that the final say remains with HR leaders, as the talent organization will be the primary user of the solution.

## CREATE A COMMON PERSPECTIVE

You now know who will read your business case, and consider your arguments in favor of buying a Talent Lifecycle Management platform. However, while the different stakeholders should all agree on the general principle of doing what is best for the company, they also may have different and sometimes diverging priorities.

This is why your case needs to address a range of problems, and speak to more than one business challenge.

On the surface, you will be explaining the business problems that this technology will solve. In reality, however, this is where you can build consensus around the buying decision and ensure a successful outcome for the buying process. In other words, you will use this document to get everyone aligned on the need for solutions for the challenges you have identified.

How do you get to a point where everyone’s expectations and goals are more or less aligned, before going any further in the process?



## INTRODUCE THE PAIN POINTS

The first step is to explain the problem from your team's perspective. Put together a summary of the pain points that are most pressing. What started you on the path of investigating a new technological approach to Talent Lifecycle Management?

### Any of the following could apply:

- Your current processes require cumbersome manual updates. Your candidate and employee (and alumni) data is currently spread across different tools and databases, not automatically updated, and not searchable. It becomes obsolete very quickly, and every search for a new hire starts from scratch.
- Information is not shared in real time among team members, which results in double work or disjointed communications with the same candidate. You could be using tools that organize around a job requisition rather than keeping a broad database. This lengthens time-to-fill, increases sourcing costs, has a negative impact on the talent experience, harming your Employer Brand.
- Existing tools and systems do not allow real-time visibility on candidate pipeline: conversion rates from prospect to lead and from lead to applicant, conversion rates per source (ATS database, passive candidate, talent network candidates...etc). As a result, tracking, analysis and forecasting capabilities are very limited.
- Existing tools and processes do not offer the possibility to nurture passive candidates and build a relationship in advance of job opportunities coming live. As a result, the whole recruiting process stays reactive.
- There is no easy way for employees to find and apply for roles across the organization, and people are leaving for new opportunities elsewhere. Employees cannot see a clear path to 'progress' at your organization, even though there are plenty of gaps to be filled.
- The skills needed to get the work done have changed, and there is a pressing need to upskill reskill people across the business, but it's challenging to spot where those learning and development opportunities should be offered.
- There are growing concerns about regulations and compliance in the talent space, and existing tools and technology don't provide straightforward ways to stay on top of changing rules and data protection guidelines.

Keep in mind that your audience doesn't always have as much context as you do, so make your descriptions short and as function-agnostic as possible. The end goal is not to focus on the Talent team's challenges, but to show how problems attracting and retaining talent affect the whole organization.

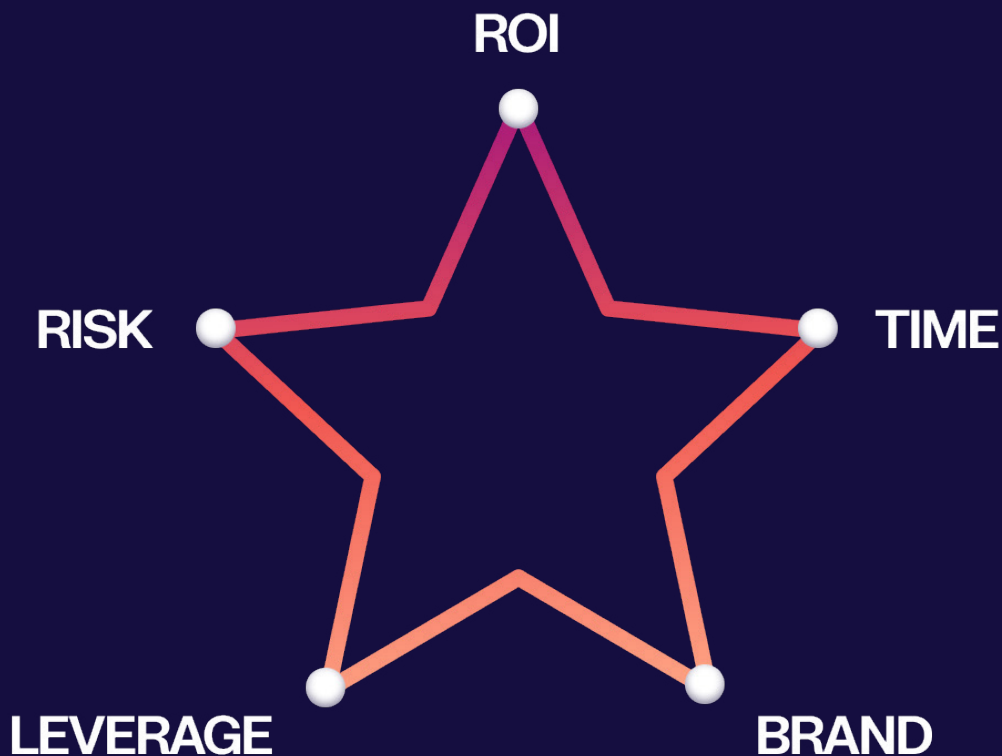
## TIE PAIN POINTS BACK TO BUSINESS OBJECTIVES

This is the part where you start building buy-in; the faster you get to it, the higher your chances of success.

To get the backing of the involved stakeholders, think about how the pain points you just mentioned impact their priorities and objectives. This is a crucial part of the process, and where most Talent leaders lose control of the process. To do it right, you need to differentiate between your priorities, those of your stakeholders.

Most stakeholders will care about making a good buying decision, which mostly revolves around showing good business value; the investment will pay off, money wasn't left on the table, the problems stated will be solved, and the company's standards have been preserved.

Members of the C-suite care about solving their present problems, but also their future ones. They look at ROI, of course, but they also consider how the solution can be leveraged to solve multiple problems, how it will enable them to decrease risk to the business, or how it will impact its brand.



We've put together a table to illustrate a few of the goals that are often top of mind for key stakeholders. Use these as a starting point to find areas of potential overlap, and to guide further discussions with your stakeholders.

## TABLE 1: BUSINESS GOALS

### How to Use This Table

Assess and mark whether each of these goals is:

1. Top priority (next 6 months)
2. Medium priority (next 6-12 months)
3. Low priority (12+ months)

**Agile and dynamic workforce planning:** Actionable insights to inform future demand for people and skills

GOAL	TOP PRIORITY	MEDIUM PRIORITY	LOW PRIORITY
Healthy lines of communication between Recruiter & Hiring Manager	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stakeholders empowered to define roles and job descriptions with aligned skills and experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to manage supply and demand of talent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HR is seen as a strategic, agile business partner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effective reporting and business intelligence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to reskill workforce to future-proof business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase in team productivity and performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduction in operating costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



**Attract and engage talent (Talent Acquisition):** Connecting with the right talent to fill business critical roles on time and on budget

TOPIC	TOP PRIORITY	MEDIUM PRIORITY	LOW PRIORITY
Robust talent pipelines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Visibility into candidate engagement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Efficient allocation of resources to recruiting process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TA has the methodology and tools to attract and identify diverse candidates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Skills-focused hiring	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lower attrition rates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduce HR operational costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Faster, accurate role and skills placement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Retain and grow talent:** Ensure retention, mobility, and upskilling of your workforce

TOPIC	TOP PRIORITY	MEDIUM PRIORITY	LOW PRIORITY
Team members effectively own their careers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Targeted skill-development initiatives (mentorships, gigs, peer development)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved Employer Brand (eNPS)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved Diversity Analytics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internal, talent-first sourcing strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foster a diverse and inclusive workplace	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Retain talent with career development and growth opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to proactively build diverse teams	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



**Skills Intelligence:** Automatically harness all your skills data from disparate systems (ATS, LMS etc) into a single-source of truth

TOPIC	TOP PRIORITY	MEDIUM PRIORITY	LOW PRIORITY
Reliable decision-making enabled by reliable and up-to-date skills data	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accurate, compliant, actionable talent data	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effective reporting and business intelligence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Data security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to provide transparency & predictability to organization on tackling DE&I and bias	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Typically, we recommend engaging and aligning with stakeholders across these groups, beyond HR:

- **C-suite:** The leadership of the company should be bought in to the idea of a new approach to Talent Lifecycle Management. What are the business-wide priorities on the CEO's mind today? How does Talent relate to them? What is front of mind for the CHRO?
- **IT:** Your colleagues in Technology will need to be on board with any decisions made around new tools and platforms. Can your ideal new solution integrate with what you already have?
- **Finance:** Your CFO or finance lead also needs to be convinced. Will the talent management platform positively impact the bottom line? Can you point to numbers that support your case?
- Other Shared services

Don't hesitate to start conversations in parallel with each of these stakeholders to better understand what matters to them.

Also, bear in mind that business objectives are not the only motivations of the stakeholders. Personal goals could also be at play. Showing leadership abilities or driving organizational change could be a good setup for an upcoming promotion opportunity, for example. Similarly, a fear of harming one's reputation by supporting a bad decision could be a deterrent. It is key to identify these motivations early in the process.

## 2. Introduce Talent Lifecycle Management Technology

All stakeholders are now aligned on what issues they are trying to solve, and they have a more or less common perspective on what a good outcome looks like. You can now properly introduce the concept of Talent Lifecycle Management technology.

Don't go into the details yet; that will come in the next section. A short paragraph explaining in practical terms what it does should be enough. Use the following example to get you started:

“A Talent Lifecycle Management platform is designed to provide a single source of truth for candidate and employee data. Rather than treat recruiting, development and workforce planning as separate initiatives, companies can use skills data and explainable AI to bring everything together in one place – to make it easier to put the right person in the right role at the right time, efficiently.”

Don't worry if you feel like you haven't managed to explain all the great things the new solution can do for you yet; that will be easier to convey with a description of features and benefits, especially if you include a few descriptive use cases.

### What Is Talent Lifecycle Management?

Talent Lifecycle Management is about taking a holistic, joined-up approach to your talent strategy. It's about developing long-term strategies for managing talent across its whole lifecycle – from attracting potential candidates at the top of the funnel, to development of employees, offering internal mobility opportunities (i.e. a Talent Marketplace), and engaging with your workforce alumni. And it requires you to understand talent at a skills level, not an experience level. [Learn more](#).



## DESCRIBE THE BENEFITS

After you've successfully conveyed what a Talent Lifecycle Management platform is in the general sense, you can dive into the technical details of the benefits it will provide.

One way to do this is to write a few use cases involving the most impactful features of the solution and how they address the pain points outlined in Table 1, above. Examples may include:

GOAL	SOLUTION
Skills-focused hiring	Consolidate all existing skills data about prospects, candidates, previous applicants, existing employees and alumni in one place.
Improved perception of Employer Brand	Richer candidate data enabling better targeting and more personalized interactions.
Accurate, compliant, actionable data	Automated opt-ins and data segmentation. Control sharing at user and candidate level to ensure full confidentiality and selective access.
Effective reporting and business intelligence	Real-time understanding of campaigns impact on applications and pipeline creation. Shared insights around the skills composition of every team, as well as adjacent skills.
Reskill workforce to future-proof business	AI applied to a skills database, in order to match the relevant employees with opportunities that most closely align to future business needs.
Team members effectively own their careers	Easy-to-use internal Talent Marketplace, powered by explainable AI, where career paths can be visualized.
Targeted skill-development initiatives (mentorships, gigs, peer development)	AI-powered platform that recommends opportunities to employees most likely to leave in the near future.



## BEFORE/AFTER COMPARISON

Another is to describe specific roles within your team, then do a before-after comparison showcasing how their processes will change for the better with the new solution.

BEFORE	AFTER
Workforce plans that become obsolete almost as soon as they are published.	Reliable decision-making and agile workforce plans, enabled by reliable and up-to-date skills data.
Reactive hiring; starting from scratch with every requisition; spending heavily on external recruitment and agency fees.	Identify passive talent through talent pools with customizable fields and tags.
Poor levels of diversity, and no way to measure progress on key DE&I initiatives.	Ability to provide transparency & predictability to the organization on tackling bias and meeting DE&I targets.
High levels of attrition; knowledge leaving the company; low levels of productivity and engagement.	Retain talent with career development and growth opportunities. Connect employees to relevant learning and development programs, without manual effort.

You can ask vendors for material for this section: they can provide scenario-based demonstrations that focus on the pain points that are specific to your organization, instead of drowning you in feature lists. If necessary, go through the material and adapt it to fit your company's internal language.

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# 3. Quantify the impact

Effective use of technology has the potential to transform talent management, meaningfully improving efficiency and effectiveness across all stages of the employee lifecycle – from hire to retire.

The most relevant analysis of any given technology for business leaders is a simple return on investment calculation. You'll need a standard set of inputs – and, often, a carefully considered set of assumptions.

When working with a vendor, do not hesitate to ask them to partner in sizing the return on investment from their technology. Any strong technology partner will have a methodology of their own, a set of metrics they will need from your organization, and likely a set of assumptions they will use.

**The most critical component of any return-on-investment analysis is calculating impact in financial terms. You can frame impact in terms of**

- **Implied benefit:** an efficiency or value gain out of your existing talent investment or
- **Cost savings:** a real bottom-line impact observable on the balance sheet.

## VALUE LEVERS

It may help to think of value in terms of seven key value levers. At Beamery, for example, we believe these seven levers represent more than 90% of the value created by our proprietary solutions.

For each of these value levers, your organization will have to make a conscious assumption that will inform your value sizing. We recommend framing value as a range – conservative and optimistic – to reflect the changing nature of market conditions, the labor economy, and other variables outside of your organization’s control.

We’ve included a bit more about each value driver and associated assumption in the below table.

**Table 2: Value Levers & Assumptions**

■ Implied benefit ■ Cost savings

VALUE LEVER	DESCRIPTION	ASSUMED METRIC	SAMPLE IMPROVEMENT (cautious vs. optimistic change, by introducing Talent Lifecycle Management technology vs current state)
■ <b>Recruiter efficiency</b>	Reduce manual work by streamlining time-consuming tasks and workflows	Gain in recruiter efficiency	30-40%
■ <b>Time-to-hire</b>	Accelerate hiring by reducing time from open requisition to hire	Reduction in time-to-hire	5-10%
■ <b>External agency spend</b>	Enable rapid sourcing of hard-to-find talent, reducing reliance on external agencies	Reduction in external agency spend (e.g. budget)	20-30%
■ <b>Hire quality</b>	Source stronger candidates, who will perform better in role	Increased productivity of new hires	5-10%
■ <b>Make fewer mis-hires</b>	Reduce rate of “false positives” and source slates of candidates who will stay longer and perform better	Increase in 1-year retention	1-2%
■ <b>Workforce productivity</b>	Improve workforce productivity via gig projects/enhanced career ownership	Increase in workforce productivity	1-2%
■ <b>Retention</b>	Reduce overall attrition via providing internal mobility and career development programs (e.g. gigs, training, full-time roles)	Increase in year-on-year retention	1-2%





## DATA & CALCULATIONS FOR SIZING IMPACT

Each of these seven value drivers will require a calculation – and those calculations will also require several inputs across your organization. These inputs are necessary to make your return on investment calculations sufficiently tailored to your organization's needs. You may need to work cross-functionally with several stakeholders to gather these inputs, and ultimately determine how you want to calculate ROI.

### Metrics to gather internally may include...

- Average recruiter salary
- Total number of recruiters (using the new technology)
- Proportion of hires made each year through hiring agency
- Cost per agency hire
- Cost per non-agency hire
- Average global employee salary
- Average time to hire (days elapsed from requisition opened to offer made)
- Total number of hires per year
- Additional time to proficiency (external hires) – that is, Incremental time for external hire to reach full productivity in-role
- Anticipated number of gigs/internal mobility projects per year

For example, in calculating the value a new Talent Lifecycle Management platform could have in making recruiters more efficient, you might calculate how much more efficient recruiters are with a new technology, multiplied by the number of recruiters who will use the new technology and their respective average salary. This calculation captures the implied benefit of freeing up recruiters' time to focus on more strategic activities (e.g. recruiters will gain 30-40% of their time back, and thus your organization has \$XM – YM of recruiter labor to reinvest in other strategic activities.)

## VISUALS MAKE A DIFFERENCE

Once you've aligned on the value being derived from Talent Lifecycle Management technology, and the methods of calculating that value, it's a good idea to present some of your data in visual form. No matter what data you chose to showcase, we recommend also including a timeline, as it helps tie the expected investments and results to the implementation process.

Start at the moment the buying committee enters the process of evaluating different vendors. You can touch on demos, tests, and the inevitable back-and-forth over RFPs, negotiations, contracts and payments, to make it clear that you have taken into consideration all possible delays. It's also essential to include a realistic time horizon for discovery, implementation and training.

For maximum impact, you can overlay the timeline with the corresponding investments and first expected returns.

Identify where the solution will start paying for itself, or draft estimates of value created and savings over time. Those visualizations are always powerful.

## PLAN FOR GROWTH

When putting together cost estimates related to the solution, plan for growth: forecast the increase in volume of applications or talent profiles you plan on handling, and impact the projected size of your team if necessary.

Ensure your vendor is sharing realistic cost and time estimates, and ask for references from other clients if necessary. A good vendor should provide you with reliable numbers, especially if you provide accurate usage information from your end.



## 4. Support the business case

Your audience needs a reason to believe the numbers, charts and timelines you put together in the previous section, and comparable case studies are extremely helpful for that.

Vendors should be able to provide compelling case studies that demonstrate how their solutions helped other companies. Try to find case studies about a similar business, or even better, a competitor

You can also leverage your professional network for references to good case studies they have come across. Make sure they clearly articulate the problem that the solution was supposed to solve, and that they demonstrate both quantitative and qualitative outcomes. Beyond costs and returns, look for signs of improved efficiency or better reporting and forecasting capabilities.

[View Talent Lifecycle Management technology case studies from Beamery.](#)

## 5. Bring it all together

**By the time you reach this section, your audience must have a solid understanding of the following:**

- The value that Talent Lifecycle Management technology can create for your company, as well as its ROI
- The gains in productivity and predictability that the solution will bring to the hiring process, and to the business in general

**To cement that knowledge, remind your audience of the following:**

- A summary of the problems that the solution will solve. You can include one powerful metric to help illustrate how much the business needs it, such as your current time to hire compared to an industry benchmark, or your talent experience ratings.
- Preliminary forecasts/estimates of the anticipated return on investment of a solution – including how much the solution will cost, the value being derived from it, and how quickly that value will be realized.
- A reminder of the strategic impact of the solution on the business from the perspective of all stakeholders, such as how it will impact on a specific business priority, or how necessary it is for the success of an ongoing strategic initiative.

Finish off with a few next steps and calls to action for the influencer team. Define a deadline for each upcoming milestone, such as review of different vendors, approval of an RFP, or implementation kickoff.

With those last items, you should be done with writing your business case. Review the document, then prepare to share and discuss.



# 6. Questions and considerations

Writing the business case was the most labor-intensive part of the process, but there are still some key considerations to keep in mind in order to be successful in your endeavor.

## WHAT IS SUCCESS FOR TALENT LIFECYCLE MANAGEMENT TECHNOLOGY?

Define what a good outcome for this kind of solution looks like. Keep in mind that it's not always about buying the most performant tool, or the one with the best value. None of those advantages will be realized if the tool is not adopted by your team, for example, or if you lack the skills and support to set it up in the right way.

**Differentiate between success for different types of stakeholder.**

### **Business Stakeholder (C-suite, IT, Finance)**

- How the business will grow in the future and where the solution can support that growth
- How it will help current business-wide initiatives be more successful
- The expected financial impact and return on investment for the business
- Where it will reduce risk, increase predictability and forecasting capabilities
- How it will affect the market's perception of the company and its brand

### **Influencers (HR, DE&I, L&D teams)**

- Build a clear vision on what the day-to-day of the business will look like with the solution, in order to make it easier to understand its benefits and impact.
- Think ahead of time about implementation risks and how you plan on mitigating them.

Want to learn how Beamery's Talent Lifecycle Management solution can add value to your business? [Book a customized demo](#) today.



