Blueprint: HR Operations in the As-a-Service Economy

Description: This report takes a fresh look at HR Operations—the Multi-Process HR BPO market in this Blueprint, reviewing the market activity and a comparative analysis of the innovation and execution capabilities of 13 multinational, multi-functional service providers.

These service providers have multi-process HR (MPHRO) business process support capability in their portfolio—at least two of the following services: Recruitment Process Outsourcing (RPO), Learning, Benefits Admin, Payroll, Workforce Development Services and HR Analytics.

Two of the significant elements in the emerging HR market are cloud-based HCM platform implementation and management and the managed delivery of HR business services. Along these lines, the scope of the Blueprint covers SaaS-based HCM implementation and managed multi-process HR services for the functional areas.

This research takes a look at the evolution of HR BPO to a market that is increasingly agile, collaborative and consumer-centric. This report considers this transition in outsourcing a move to the As-a-Service Economy, placing increasing value on diverse talent, analytics, and collaboration, as well as increasingly on platform-based services.

As such, in this Blueprint we use the Eight Ideals of The As-a-Service Economy as a significant element of our service provider assessment methodology. The eight ideals describe the operations of service buyers and service buyers in a business-outcome focused outsourcing partnership.

As the MPHRO market matures there is an increasing focus on the underpinning cloud HCM platforms used in the delivery of HR service. Buyers recognize this and as such are seeking service providers who not only have excellent service delivery credentials but can implement, manage and optimize these new HCM platforms to extract maximum value; essentially embracing ideals of the As-A-Service Economy.

A key element of the report is the focus by both service providers and buyers on employee engagement. Therefore, as the report looks at the MPHRO market and the role of service providers, it is from the perspective of enabling closer ties to employees, often using automation and analytics to support this engagement.

This report does not include a software evaluation of MPHRO related features and functions, although reference will be made to certain tools.

Contents:

1. Executive Summary
2. Market Sizing
3. Key Market Dynamics
4. Research Methodology
5. Service Provider Analysis
6. Market Direction & Recommendations
7. About the Author

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