



Talent acquisition thought leadership campaign.

Insights into Europe, the Middle East and Africa.

REPORT NO. 2

Missed opportunity: The right tools to align business and talent strategies.

For recruitment teams to deliver true value to the wider business, it cannot be done tactically. Instead, resourcing should be mapped to the organisation's overall goals, helping to provide a strategic contribution to long-term objectives and laying the foundation for years of success to come.

The second report in the Talent Forecast series explores why these factors are too often disconnected, and how talent acquisition professionals can seek to better align their function with the needs of their organisation.

KEY TALKING POINTS

There is a conflicting attitude to long-term strategy.

- **Around a third (35%) of EMEA talent acquisition teams don't have a formal workforce plan**, with only NA in a worse situation. Only 12% of EMEA respondents have a five-year-plus plan.
- Yet, at the same time, around **two in five (38%) say that they are aligned to the business' objectives over the next three years**, the second highest global response.
- EMEA talent acquisition leaders seem to have two key strategic priorities. Given the time to spend with their resourcing teams, most would spend it on either **enhancing the team's strategic sourcing capabilities or helping them become a better partner to the business (both 32%)**.

Technology is underutilised, but RPO partners are used more strategically.

- EMEA talent acquisition teams have some of the lowest usage rates of key recruitment technologies in the global

THE CAMPAIGN AT A GLANCE.

In an effort to understand the challenges talent acquisition leaders face as well as the trends that are defining their work, Korn Ferry Futurestep fielded a **34-question survey to talent acquisition leaders around the world**. The survey was developed in English, Simplified Chinese, Spanish and Portuguese and 1,100 responses were collected in late 2016.

The data collected and compiled for this campaign is being used to create **three distinct global reports**, with staggered launches planned across the first six months of 2017. We have teased out the regional data from each report and here you will find out more about the challenges and trends facing EMEA leaders specifically.

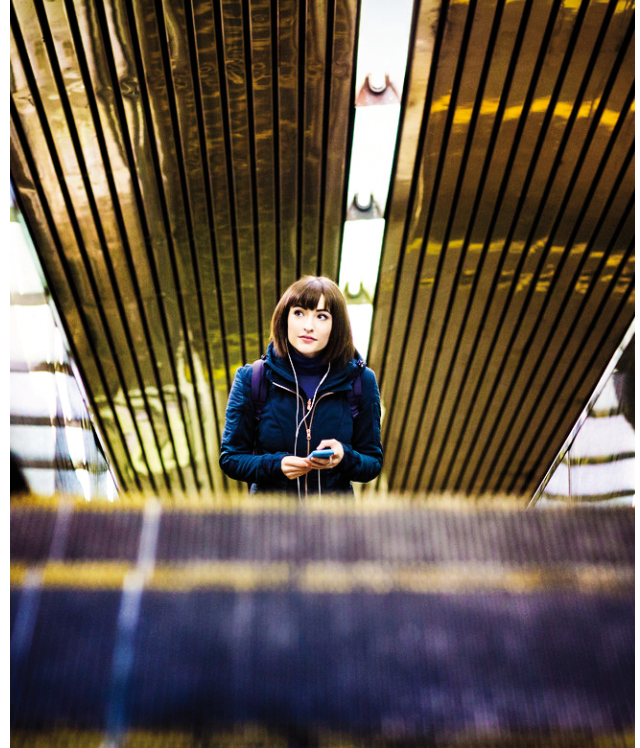


study. Use of **mobile recruitment tools (20%)** and **electronic reference checkers (8%)** both track behind global averages, while less than half make use of any one technology.

- While EMEA talent acquisition leaders say they **use assessment tool data for development purposes (58%) more than any other region**, one quarter (24%) still fail to use it for either development or onboarding.
- **EMEA talent acquisition teams tend to be more strategic in their approach to using RPO providers** than their global counterparts. While RPO vendors are just as likely to be used for tasks like sourcing (84%) and screening (70%), talent acquisition professionals in EMEA say that they are **more likely than other regions to use those partners for activities such as developing talent pools/communities (22%), generating metrics for decision making (19%) and advertisement creation and placement (29%)**.
- Despite that, there are still shortfalls in areas like **employer branding (12%) and offer management (14%)**.

Full data and reports are available upon request.

Please contact Futurestepinsights@KornFerry.com to learn more.



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