

NEAT EVALUATION FOR RESOURCE SOLUTIONS:

RPO & Total Talent

Market Segments: Overall, TA Transformation Journey

Introduction

This is a custom report for Resource Solutions presenting the findings of the NelsonHall NEAT vendor evaluation for *RPO & Total Talent* in the *Overall* and *TA Transformation Journey* market segments. It contains the NEAT graphs of vendor performance, a summary vendor analysis of Resource Solutions for RPO & Total Talent, and the latest market analysis summary.

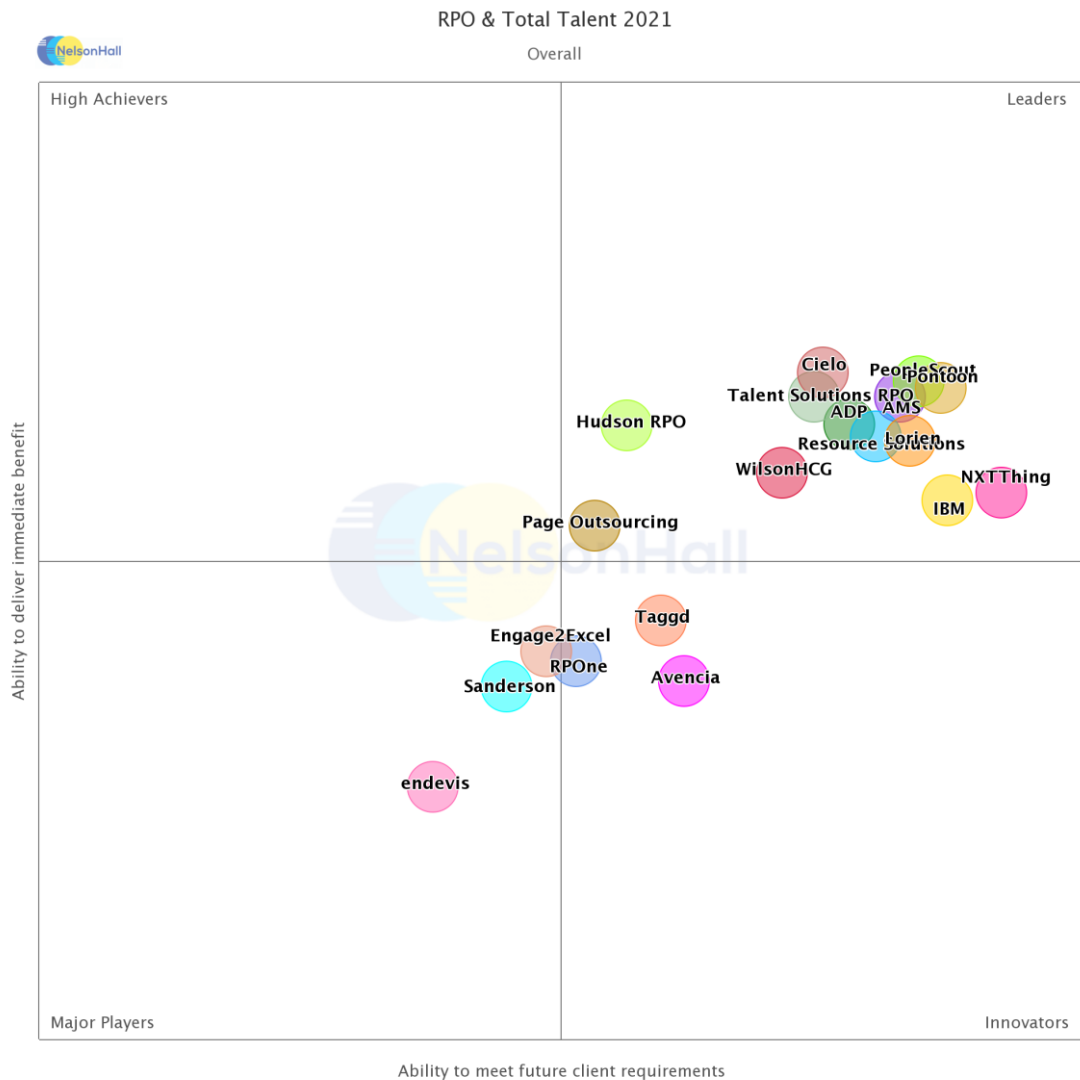
This NelsonHall Vendor Evaluation & Assessment Tool (NEAT) analyzes the performance of vendors offering recruitment process outsourcing (RPO) and total talent services. The NEAT tool allows strategic sourcing managers to assess the capability of vendors across a range of criteria and business situations and identify the best performing vendors overall, and with specific capability in technology/tools innovation, services innovation, geographic footprint & scalability, and taking clients on a TA transformation journey.

Evaluating vendors on both their 'ability to deliver immediate benefit' and their 'ability to meet client future requirements', vendors are identified in one of four categories: Leaders, High Achievers, Innovators, and Major Players.

Vendors evaluated for this NEAT are: AMS, ADP Employer Services, Avencia, Cielo, endavis, Engage2Excel, Hudson RPO, IBM, Lorien, NXTThing RPO, Page Outsourcing, PeopleScout, Pontoon, Resource Solutions, RPOne, Sanderson, Taggd, Talent Solutions RPO, and WilsonHCG.

Further explanation of the NEAT methodology is included at the end of the report.

NEAT Evaluation: RPO & Total Talent (Overall)

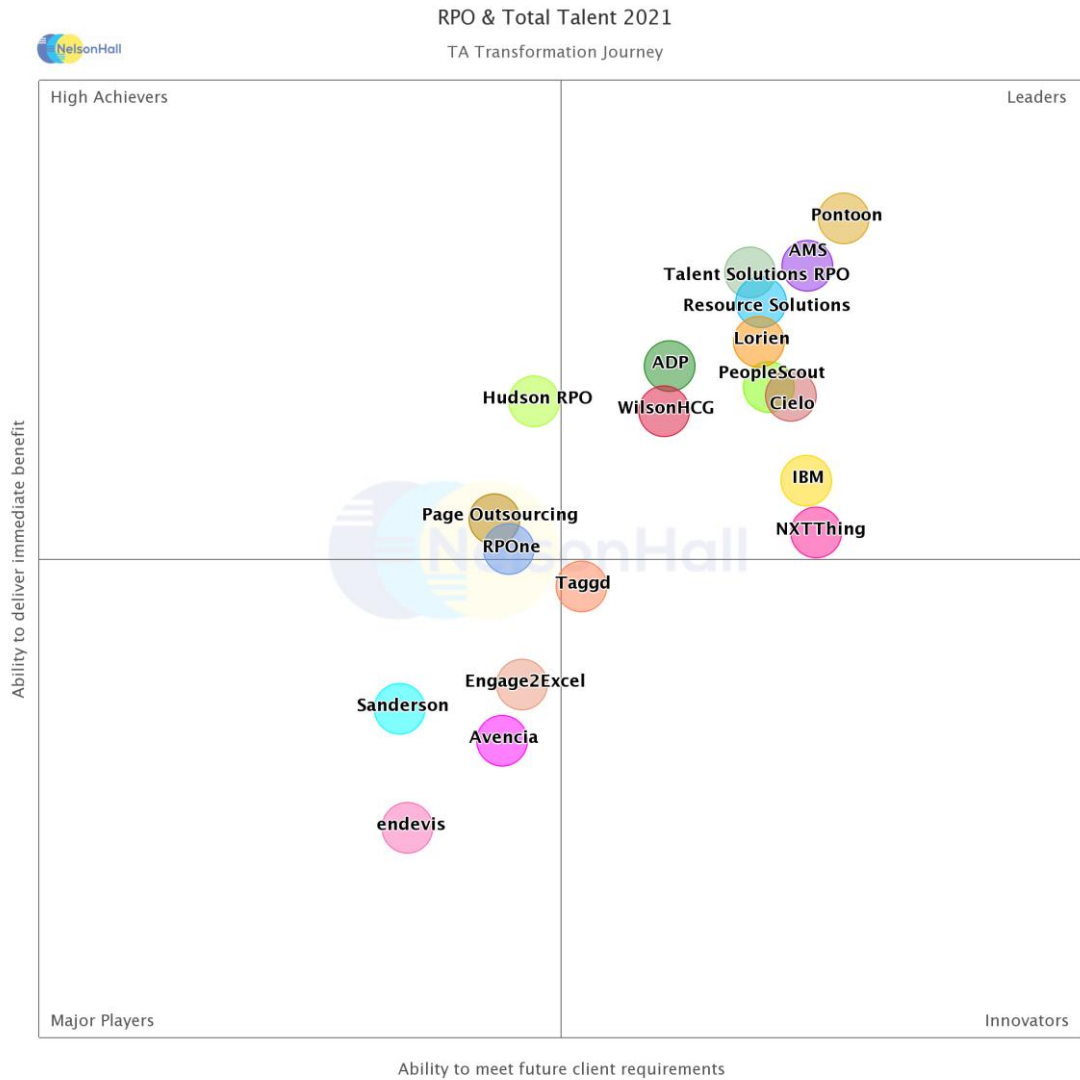


NelsonHall has identified Resource Solutions as a Leader in the *Overall* market segment, as shown in the NEAT graph. This market segment reflects Resource Solutions' overall ability to meet future client requirements as well as delivering immediate benefits to its RPO clients.

Leaders are vendors that exhibit both a high capability relative to their peers to deliver immediate benefit and a high capability relative to their peers to meet future client requirements.

Buy-side organizations can access the *RPO & Total Talent* NEAT tool (*Overall*) [here](#).

NEAT Evaluation: RPO & Total Talent (TA Transformation Journey)



NelsonHall has identified Resource Solutions as a Leader in the *TA Transformation Journey* market segment, as shown in the NEAT graph. This market segment reflects Resource Solutions' ability to meet future client requirements as well as delivering immediate benefits to its RPO clients with specific capability in transforming the talent acquisition process.

Buy-side organizations can access the *RPO & Total Talent* NEAT tool (*TA Transformation Journey*) [here](#).



Vendor Analysis Summary for Resource Solutions

Overview

Resource Solutions, a managed service program (MSP) and recruitment process outsourcing (RPO) provider, was established in 1997 to offer outsourced recruitment services. It served as an extension to Robert Walters' recruiting services (founded in 1985) for a financial services client who wanted to expand into Singapore.

Robert Walters plc has three divisions, of which Resource Solutions is one. Resource Solutions has over 50 clients, operating across all sectors, covering 55 countries, with 1,600+ staff.

Resource Solutions offers the following programs: End-to-end (enterprise) RPO; Project RPO; Sourcing and Screening (Resource Augmentation); Modular RPO; Advisory Services; Campus and Early Careers. It also provides contingent workforce and total talent solutions.

Following the success of its rapidsource fast-turnaround project recruitment offering (launched during the pandemic), Resource Solutions' 2021 next-generation Project RPO offering comprises three repeatable and pre-configured out-of-the-box solutions. There is a tech stack behind them, and Project RPO can be deployed within a few weeks. These can support clients' 2021/2022 post-pandemic hiring challenges.

In 2021, Resource Solutions' Advisory Services provision has expanded to offer advice to any organization, whether they outsource talent acquisition services to Resource Solutions or not. Diverse hiring has seen the most significant traction over 2020/2021. Its new Accessibility and Inclusiveness audit provides a complete end-to-end audit of the recruitment process. The audit analyzes the impact of recruitment content and operations across seven different lenses (gender, ethnicity, disability and neurodiversity, LGBTQ+, age, faith, and socio-economic).

Resource Solutions has also created a framework of ten ethical dimensions, which can be applied to technology or processes. For example, in the case of technology, the framework identifies whether the tech has accessibility, fairness, answerability, transparency, security, dexterity, diligence, self-determination, safety, and privacy.

Resource Solutions has launched Rejoin: a return to work program. This program aims to support and encourage experienced professionals who have had a break in their careers to return to work.

Resource Solutions' partnership with Infinity Global means it can provide new routes to permanent talent for its clients via its Accelerate Employed Consultant Model (ECM), with diversity and social responsibility at the core of the offering. Previously, the ECM was focused on contingent talent only. Accelerate is one of four offerings as part of Resource Solutions' new Workforce Consultancy, launched in Q4 2021. The three other services will be launched in 2022.

In 2020, Resource Solutions launched RS Intelligence, its on-demand, cloud-based talent intelligence solution. RS Intelligence provides market intelligence, business intelligence, and operational intelligence to its clients and front-office staff. Improvements comprise additional data streams, anonymizing client information, and creating more robust AI-augmented analysis.

Resource Solutions uses proprietary and third-party tech, and it has a robust technology roadmap in place for 2022 and beyond.



Resource Solutions' dominant sectors are Financial Services, Banking, and Insurance, plus Technology (including FinTech or TechFin). It will also target Healthcare, Pharma, Engineering, and Energy in 2022. Large and medium-sized enterprises are its target client base.

The company plans to focus growth on Europe and APAC.

Financials

NelsonHall estimates that Resource Solutions' 2020 RPO revenue was \$47.8m (£36.8m) and that its 2021 RPO revenue will be ~\$54.0m (£40.0m).

Strengths

- Strong brand reputation in the U.K. and BFSI sector
- High-touch service model
- 20+ years' expertise in RPO and MSP/Total Talent
- Range of established services
- Initiatives around diversity and inclusion for clients and suppliers alike:
 - Diverse Hiring audits
 - Accelerate Employed Consultant Model for diverse candidates
 - Rejoin career returners scheme
- Proprietary technology/tools, RS Intelligence and talentsource
- Research into, development of, and utilization of AI and chatbot technology
- Robust tech development roadmap, taking a low-code/no-code approach.

Challenges

A key challenge is ensuring the company maintains a flexible approach to its 2022 strategy, so it can take the business in the best directions, cognizant that the ongoing pandemic issues may linger well into 2022 and derail plans in some regions.

Strategic Direction

Resource Solutions has the following strategic priorities for 2022:

- Examining the markets it operates in, aligning core and complementary services based on the maturity and complexity of those markets; for example, as it expands into countries, adapting its service offerings accordingly
- Ensuring services and technology drive fair, consistent, inclusive, and positive hiring experiences, enabling its clients to find, hire, and retain a diverse workforce
- Supporting clients through the 'Fourth Industrial Revolution', identifying and repurposing transferable skills suited to the new world of work



- Showcasing RS Intelligence and encouraging clients to use data to drive intelligence:
 - Notably, focusing on using data to examine all aspects of age demographics and the impact on the jobs/skills market
 - Taking a more scientific, data-led approach to talent for 2022 needs and beyond, so it can build solutions that are fit-for-purpose
 - To move up the value chain, becoming a strategic partner to its clients, driving impact on hiring outcomes
- Promoting its thought leadership credentials in the recruitment space:
 - On the back of the 2021 publication of its global skills report, it wants to promote the piece to a broader audience (looking at the skills gap or 'opportunities gap')
 - It wants to run more thought leadership events
 - It intends to promote its evidence-backed research (using its data as the foundation of that insight)
- Optimizing its service delivery strategy focused on ensuring the correct work is done in the right location
- Continuing to evolve its technology, heading towards a single integration layer, low-code/no-code approach (targeting the 20% of candidates out of reach for most organizations):
 - Partnering with technology vendors that complement and enhance the process, including chatbots, automated sourcing and matching
 - Continued development of RS Intelligence (adding data streams, anonymizing client information, and developing more robust AI-augmented analysis of data)
- Investing a proportion of its operating profit into CSR initiatives and ESG programs.

Outlook

NelsonHall expects that in 2022, Resource Solutions will:

- See ongoing demand for Project RPO and more hybrid mixes of programs; for example:
 - Growth within existing clients as they continue to seek support around pandemic-driven/post-pandemic hiring challenges
 - Growth from new clients focused on leveraging specific advisory services
 - High demand coming from the APAC region
 - Higher demand for consultancy work, following the expansion of its Advisory Services business that can be leveraged independently of TA outsourcing
 - Resource Solutions' Diverse Hiring Audits will contribute to much business in 2022, as work is booked up six months in advance; and, on the back of its Diverse Hiring Audits, it will undertake work on employer branding/EVP initiatives to enhance talent attraction
- See growth in its South African, Indian, and Philippines SSCs, due to new program wins or expansions to existing clients' programs in the Middle East and APAC regions



- Adjust its SSC operations according to how the pandemic plays out, but likely to comprise options around a full or hybrid SSC working model and virtual SSC support (where appropriate)
- Continue to evolve its technology strategy (proprietary and third-party) towards a single integration layer approach, becoming low-code or no-code focused over time
- Focus growth on its core sectors of Financial Services, Banking, Insurance, and Technology (including FinTech or TechFin). Also, growing in its less mature segments (Pharma, Engineering with Energy) which will become a more significant proportion of its overall business in time
- Grow in Western and Eastern Europe, and the Middle East and APAC (aligned to its SSC expansion)
- See a good mix of business pipeline work (covering RPO, MSP, and Total Talent) across existing and new clients.



RPO & Total Talent Market Summary

Overview

Economic instability will likely prevail until 2025 as coronavirus variants continue to emerge, creating business uncertainty, requiring organizations and vendors to pivot and adapt at short notice. These factors are driving on-demand RPO & Total Talent services, and organizations must become more proactive and embrace strategic workforce planning (SWP).

The broader skills crisis across digital, niche, professional, and some blue-collar skills will be the biggest challenge in the immediate future, and this will intensify while talent mobility remains restricted.

Organizations require imaginative solutions for multi-channel sourcing, attracting, securing, and retaining candidates and there will be a merging of RPO, CWS/MSP, and talent management/development services as organizations look to secure in-demand skillsets by whatever means: borrowing, buying, or building talent.

Critical social issues such as the health, safety, and wellbeing of people at work, flexible working, and diversity, equity, inclusion, and belonging (DEIB) will grow in importance. These issues will continue to underpin the best hiring practices.

Investment in technology continues apace. Next-generation experiential recruitment platforms have emerged, shifting to microservices/low-code/no-code architecture as standard. Intelligence around holistic talent (deep data/prescriptive analytics) continues to be a focus; as do second-generation platforms (for digital onboarding, internships, graduateships) to give organizations access to geographically distributed talent. Advances will continue in voice-enabled technologies, blockchain, and digital assistants/bots in the talent space.

Buy-Side Dynamics

All RPO & Total Talent buyers seek advice on recruitment technology/tools to underpin their recruitment function, to drive speed of hiring, and other process efficiencies. The post-pandemic period has emphasized new priorities around DEIB, next-generation talent to replace baby boomer leavers, the skills agenda, and employee retention.

Buyers seek support with the 'back-to-basics' services that can help them navigate and mitigate the ongoing talent and skills shortages so that they can find quality talent with the right cultural fit as quickly as possible. There is a noticeable emphasis on the following in order to drive competitive advantage in the tough labor market:

- Marketing activities: employer branding, recruitment marketing, campaign management
- Direct sourcing targeted at specific audiences: e.g. early careers, career returners
- Gaining market/candidate/competitor insights through enhanced data and analytics.

The pre-pandemic must-haves around onsite service delivery have all but disappeared with the recognition that off-site support during the pandemic worked better than expected.

Factors inhibiting the take-up or progression of RPO & Total Talent are budget availability, demand for low-cost solutions (when there is a minimum operating cost to cover) and decentralized or siloed operating models.



Market Size & Growth

As permanent hiring exceeds pre-pandemic levels, the future of the RPO & Total Talent market looks strong. The global RPO market was worth ~\$6.2bn in revenue in 2021 and will grow at 12.6% per annum to reach ~\$9.9bn in 2025.

The North American market will show the most substantial growth with 14.9% revenue growth, followed by APAC, then the U.K. (both above 11.0%), with the other regions growing at 8.7%. The most buoyant sectors will be healthcare, pharma, technology, energy and utilities, manufacturing, and engineering.

As organizations look to transform their hiring practices digitally, technology will become an increasingly important element within RPO & Total programs, making a significant contribution to vendor revenue growth.

Challenges & Success Factors

Several challenges in RPO & Total Talent abound. Firstly, maintaining standards in sourcing talent, with a much-depleted candidate supply. Success requires transparent, collaborative, and problem-solving initiatives with organizations to navigate these 2020s talent challenges. These may include educating clients on the short-term and longer-term talent market challenges and road-mapping the proactive, longer-term, strategic workforce planning (SWP) approach.

A second challenge is vendors' abilities to meet the post-pandemic uptick in hiring demand, which is at an unprecedented level (with scalable resources stretched to their limits). Success comes from building additional agility/flexibility around services delivery, such as reinventing services to serve higher volumes of clients (perhaps underpinned by tech).

It is difficult to competitively price RPO (and other) programs due to changing market forces (notably around cost) and organizations' fluctuating and fast-changing needs. Success may come from adapting operating models to drive down cost, being more strategic at initial engagement, driving an SWP approach with goals and cost transparency.

Outlook

The RPO & Total Talent market outlook is buoyant, as a growing number of organizations seek expertise to navigate the talent challenges of the 2020s. The market comprises three distinct areas: the enterprise RPO & Total Talent space, the on-demand space, and specialty RPO & Total Talent (Tech RPO, Executive Search Outsourcing). Vendors may choose to operate across all areas or choose specific foci (expanding the mix into new areas of expertise).

Opportunities to expand services abound. Broader issues such as the 'sansdemic' (shrinking working-age population), baby boomers needing to be replaced by the Gen-Zs over the next five years, the skilling agenda, and employee retention (due to the Great Resignation) give much scope to broaden vendors' portfolios.

Health, safety, wellbeing, flexible working, DEIB, and ESG are critical issues that candidates will want their future employers to showcase as core to their company cultures. Vendors offering services that enable organizations to promote their brand and ultimately attract the best talent will fare very well.

There will be further blending of talent acquisition, management, and development. This integration may lead to collaboration between third-party vendors to offer a holistic talent service offering, from candidate stage through the entire employee lifecycle.



Vendors will continue to invest significantly in technology. There will be formal launches of next-generation experiential recruitment platforms. Intelligence around holistic talent (deep data/prescriptive analytics) will continue to be a focus, as will second-generation platforms (for digital onboarding, internships, graduateships) to give organizations access to geographically distributed talent. Advances will continue in voice-enabled technologies, blockchain, and digital assistants/bots in the talent space. There will be an uptick in bringing VR/AR, skilling/learning platforms, and survey/engagement tools to organizations to give a holistic talent experience.

However, the need for enterprises to make some level of cost savings will prevail, so vendors must be creative in lowering their overall operating costs.

One thing is sure, the RPO & Total Talent market is stronger than ever.



NEAT Methodology for RPO & Total Talent

NelsonHall's (vendor) Evaluation & Assessment Tool (NEAT) is a method by which strategic sourcing managers can evaluate outsourcing vendors and is part of NelsonHall's *Speed-to-Source* initiative. The NEAT tool sits at the front-end of the vendor screening process and consists of a two-axis model: assessing vendors against their 'ability to deliver immediate benefit' to buy-side organizations and their 'ability to meet client future requirements'. The latter axis is a pragmatic assessment of the vendor's ability to take clients on an innovation journey over the lifetime of their next contract.

The 'ability to deliver immediate benefit' assessment is based on the criteria shown in Exhibit 1, typically reflecting the current maturity of the vendor's offerings, delivery capability, benefits achievement on behalf of clients, and customer presence.

The 'ability to meet client future requirements' assessment is based on the criteria shown in Exhibit 2, and provides a measure of the extent to which the supplier is well-positioned to support the customer journey over the life of a contract. This includes criteria such as the level of partnership established with clients, the mechanisms in place to drive innovation, the level of investment in the service, and the financial stability of the vendor.

The vendors covered in NelsonHall NEAT projects are typically the leaders in their fields. However, within this context, the categorization of vendors within NelsonHall NEAT projects is as follows:

- **Leaders:** vendors that exhibit both a high capability relative to their peers to deliver immediate benefit and a high capability relative to their peers to meet future client requirements
- **High Achievers:** vendors that exhibit a high capability relative to their peers to deliver immediate benefit but have scope to enhance their ability to meet future client requirements
- **Innovators:** vendors that exhibit a high capability relative to their peers to meet future client requirements but have scope to enhance their ability to deliver immediate benefit
- **Major Players:** other significant vendors for this service type.

The scoring of the vendors is based on a combination of analyst assessment, principally around measurements of the ability to deliver immediate benefit; and feedback from interviewing of vendor clients, principally in support of measurements of levels of partnership and ability to meet future client requirements.

Note that, to ensure maximum value to buy-side users (typically strategic sourcing managers), vendor participation in NelsonHall NEAT evaluations is free of charge and all key vendors are invited to participate at the outset of the project.



Exhibit 1

‘Ability to deliver immediate benefit’: Assessment criteria

| Assessment Category | Assessment Criteria |
|---------------------|---|
| Offering | Core Models (Enterprise + Project) |
| | Specialty Models |
| | Combined RPO, MSP/CWS, and Total Talent Models |
| | Range of Services |
| | Specialty or Topical Services |
| | Wider range of services (Payroll, HCM tech, etc.) |
| | Services focused on TTA or TTM |
| | Services to "Build" Talent |
| | Sourcing Strategies |
| | Talent Insights |
| Delivery | Candidate Experience |
| | Global |
| | North America |
| | U.K. |
| | Continental Europe |
| | Middle East/Africa |
| | APAC |
| | LATAM |
| | Scalability and Flexibility |
| | Mix of Delivery |
| | Proactive Delivery |
| | Service or Operational Excellence |
| | Tech Enabled Service Excellence |
| | Intelligent TA Tech Used |
| | Unified Total Talent Tech Used |
| | (Advanced) Analytics Platform |
| | Informed Application of Automation, RPA, AI, etc. |
| Presence | Tech Integration Capability |
| | Next Gen Services Innovation |
| | Next Gen Tech Innovation |
| | Size Mix |
| | Large Organizations |
| | Mid-size Organizations |
| | Small Organizations |
| | North America |
| | U.K. |
| | Continental Europe |
| | Middle East/Africa |
| | APAC |
| Continued... | |



| | |
|-------------------|--|
| | LATAM |
| | Single Country |
| | Multi-country (One Region) |
| | Multi-region |
| | Global |
| Benefits Achieved | Reduced Cost of Recruitment Reduced Time to Hire Improved Quality of Hire Improved Stakeholder Satisfaction Increased Direct Sourcing Improved Employee Retention Improved Business Outcomes Increased Diversity Mix Perceived Value for Money Improved Overall Performance |

Exhibit 2

‘Ability to meet client future requirements’: Assessment criteria

| Assessment Category | Assessment Criteria |
|---|--|
| Clients' Requirements from RPO Vendor to Meet Future TA Needs | Ability to Reimagine Service Offerings (aligned to market/global trends) Vendor Knowledge and Expertise Best Caliber Personnel (includes proactiveness) Strength of Partnership Flexibility of Approach Ability to Scale/Pivot at Speed (Agility) Digitalization/Transformation Capability Continuous Improvement Mindset Recommendation |
| Market Momentum | RPO Market Momentum |
| Evolution of RPO Solutions to Meet Future TA Needs | RPO (+ Blended) Models or Programs to Meet Future TA Needs Range of Standard Services to Meet Future TA Needs Range of Advanced Services to Meet Future Maturing/Complex TA needs Range of Services to Meet Future Total Talent Needs (TTA/TTM) Range of Specialist/Broader Services to Support Building Talent Deployment of Advanced Sourcing Strategies Use of Data/Analytics for Informed Insights Deployment of Intelligent Tech/Tools to Enhance TA Deployment of Intelligent Tech/Tools to Enhance broader talent needs (TTA/TTM/Building Talent) |

Continued...



Mechanisms in Place to Drive Innovation in Services
Mechanisms in Place to Drive Innovation in Tech/Tools
Mechanisms in Place to Drive Personalized Candidate Experiences
Mechanisms in Place to Support on the Future of Work
Mechanisms in Place to Drive Service Delivery/ Operational Excellence
Mechanisms in Place to Drive the Journey to Future TA transformation
Mechanisms/Roadmap in Place to Evolve Appropriate Tech/Tools Strategy
Future Holistic Talent Journey (Buy, Borrow, Build, Bot)

For more information on other NelsonHall NEAT evaluations, please contact the NelsonHall relationship manager listed below.



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Sales Enquiries

NelsonHall will be pleased to discuss how we can bring benefit to your organization. You can contact us via the following relationship manager:

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