



# HR Strategy Forum

28<sup>th</sup>, 29<sup>th</sup> February & 1<sup>st</sup> March 2024

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**Interim Research Report**

Total Delegate Group: **93**

TALENT



This interim report is based on survey findings of the 93 delegates who have confirmed their attendance at the upcoming HR Strategy Forum on the 28th, 29th February and 1st March 2024, which will rise to over 150 chief people officers, HR directors and other senior HR leaders from global 500 organisations.

To deepen our insights, we interviewed the highest decision-makers via video and telephone interviews to discuss the trends and issues being tackled in their organisations.



**19**

Chiefs & VPs

**24**

Directors

**26**

Heads of  
Department

**24**

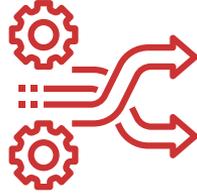
Senior  
Management

# MAIN FINDINGS OF THE REPORT



## ARTIFICIAL INTELLIGENCE

As the potential of AI continues to be recognised, HR professionals are keen to utilise these tools within their organisations. Artificial intelligence can streamline processes by automating repetitive tasks such as resume screening, candidate sourcing, and administrative duties, freeing up time to focus on more strategic initiatives. AI-powered tools can enhance the employee experience through personalised learning, immediate support, and efficient onboarding processes. Embracing AI positions organisations to adapt to evolving technologies, improves efficiency, and fosters a more agile and competitive workforce.



## CULTURE CHANGE

With a positive and purposeful culture significantly impacting employee engagement, productivity, and overall organisational success, HR professionals are actively looking to drive culture change initiatives. Culture influences how employees perceive their work environment, affecting motivation, morale, and their willingness to contribute. A strong culture fosters teamwork, innovation, and adaptability, creating a more cohesive and resilient workforce, as well as attracting and retaining top talent, ultimately contributing to sustained success and a competitive edge in the market.



## DATA ANALYTICS

Facilitating informed decision-making and driving strategic initiatives, data analytics enables the extraction of actionable insights from workforce data, aiding in understanding trends, patterns, and correlations related to talent acquisition, retention, performance, and engagement. Leveraging data analytics provides measurable metrics to evaluate the effectiveness of HR programs and initiatives, leading to more efficient resource allocation and improved organisational outcomes. Embracing data analytics enables evidence-based decisions that positively impact the organisation's success and competitiveness in a data-driven business environment.



## DIVERSITY & INCLUSION

Embracing D&I creates a more innovative, creative, and high-performing workplace by welcoming diverse perspectives, backgrounds, and experiences. It improves employee engagement, morale, and productivity by fostering a culture where every individual feels valued, respected, and included. D&I initiatives attract and retain top talent from diverse talent pools, enhancing the organisation's reputation and brand, as well as better equipping organisations to understand and cater to diverse customer needs, driving innovation and creativity in product development and service delivery.



**The challenges being prioritised by the Chief HR Officer for SunExpress Airlines:**

- HR strategies and talent transformation
- Diversity and inclusion
- Employee engagement



**The key issues being tackled by the SVP Global Talent Acquisition for DAZN:**

- Workforce planning and retention
- Reporting and data analytics
- Employee value proposition

# CLIENTS WE WORK WITH



# COMBINED SPENDING POWER OF GROUP

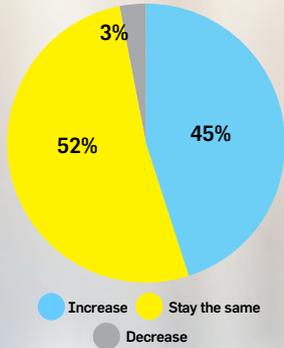
# £500 Million



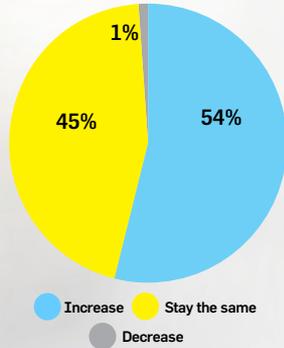
BUDGET RESPONSIBILITY PER PERSON

# SPEND MAPPING

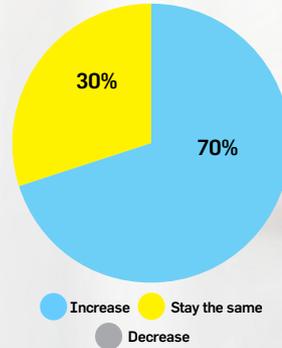
HR CLOUD SOLUTIONS



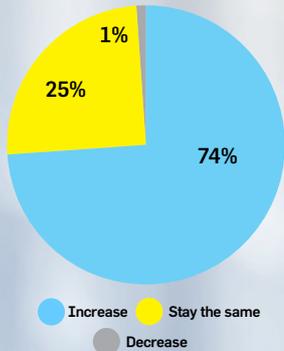
ROBOTIC PROCESS AUTOMATION



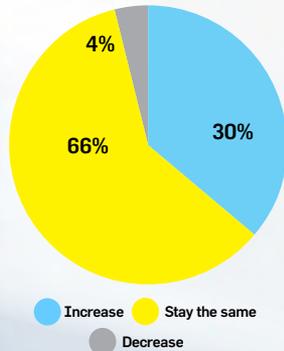
ARTIFICIAL INTELLIGENCE



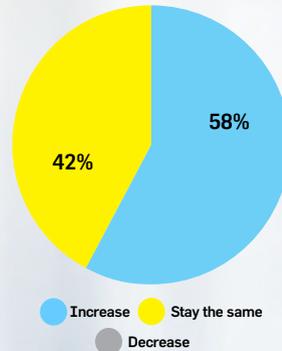
EMERGING TECHNOLOGIES (E.G CHATBOTS, IOT TECH, GAMIFICATION ETC)



MOBILITY SOLUTIONS



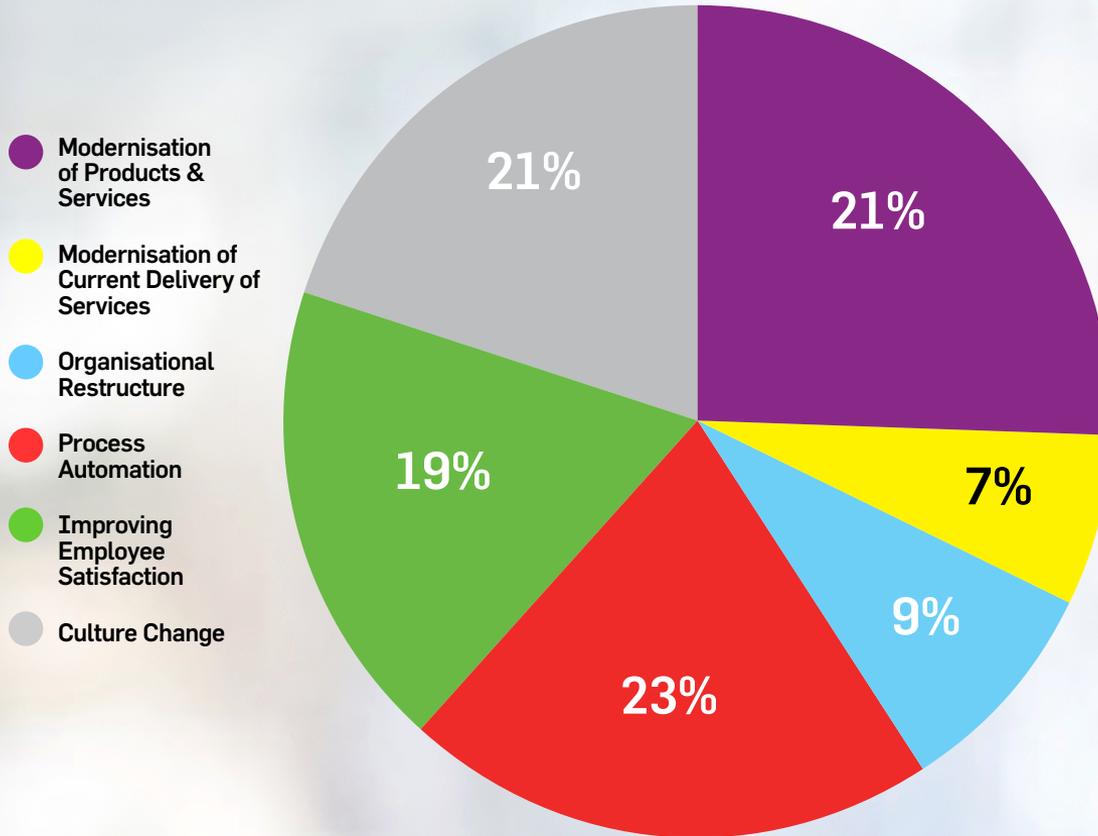
ANALYTICS & BIG DATA SOLUTIONS



Investment in emerging technologies such as chatbots, IoT and gamification have been highlighted by over 70% of the attending delegate group as an area where they are increasing spend. The use of new and innovative technologies enables HR professionals to streamline communication, enhance productivity and yield data-driven insights, aiding in trend identification, process improvement, and informed decision-making. Overall, their implementation leads to cost savings, increased efficiency, improved talent attraction, and a competitive edge for organisations.

Investing in artificial intelligence is also being focused on by the group as it provides HR professionals with a multitude of benefits, from streamlining recruitment to automating processes and offering personalised learning experiences for employees. With the ability to improve cost efficiencies and minimise errors, AI technologies can aid organisations in making more strategic decisions.

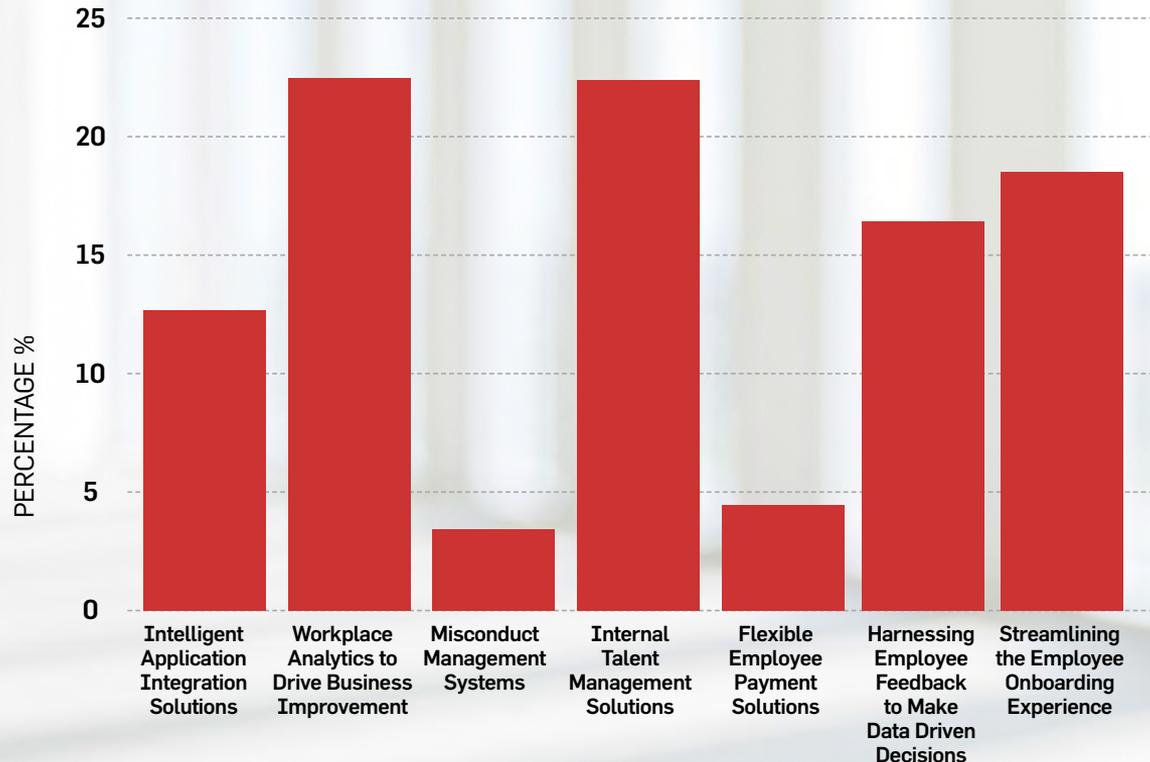
# TOP STRATEGIC PRIORITY



The top strategic priority being focused on by HR leaders is process automation. By streamlining repetitive tasks such as onboarding, payroll processing, benefits administration, and performance reviews, automation has the potential to significantly benefit HR departments. Focusing on this strategic goal enhances accuracy in data management, ensures compliance with regulations, and facilitates seamless communication within the organisation.

Additionally, prioritising culture change is a key priority for organisations as it fosters a more engaged, motivated, and productive workforce. By aligning values, behaviours, and norms with the organisation's goals, culture change creates a positive work environment that attracts and retains top talent.

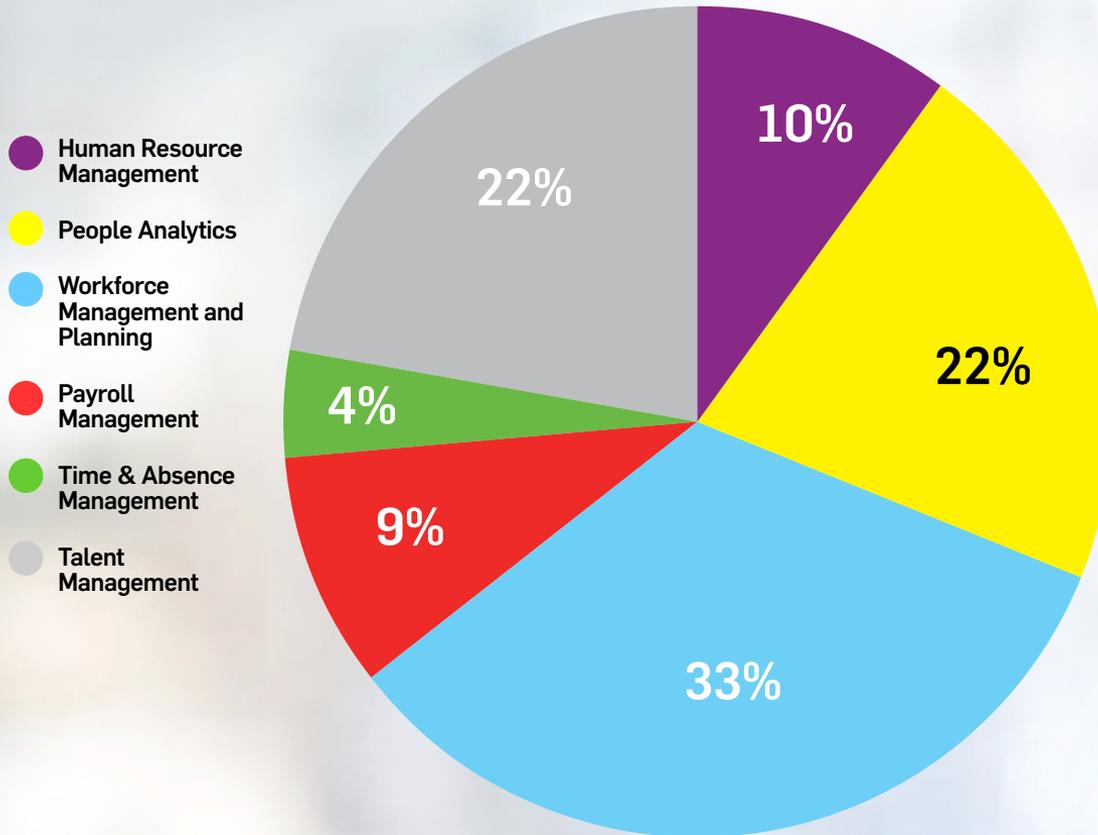
# TOP TECHNOLOGY PRIORITY



With the power and potential of data widely recognised within the business landscape, leveraging workplace analytics is a key priority for HR professionals. With the ability to empower HR departments to make data-driven decisions, optimise processes, enhance employee engagement and retention, and measure the impact of HR initiatives, analytics support HR professionals in driving business improvement and success.

As organisations continue to acknowledge the value good employees have on the overall success of a business, internal talent management solutions are increasingly being invested in. These solutions foster employee engagement, retention, and loyalty by offering growth opportunities and career paths. They prove cost-efficient by reducing external hiring and contribute to a skilled, engaged, and agile workforce, crucial for an organisation's sustained success in a competitive market.

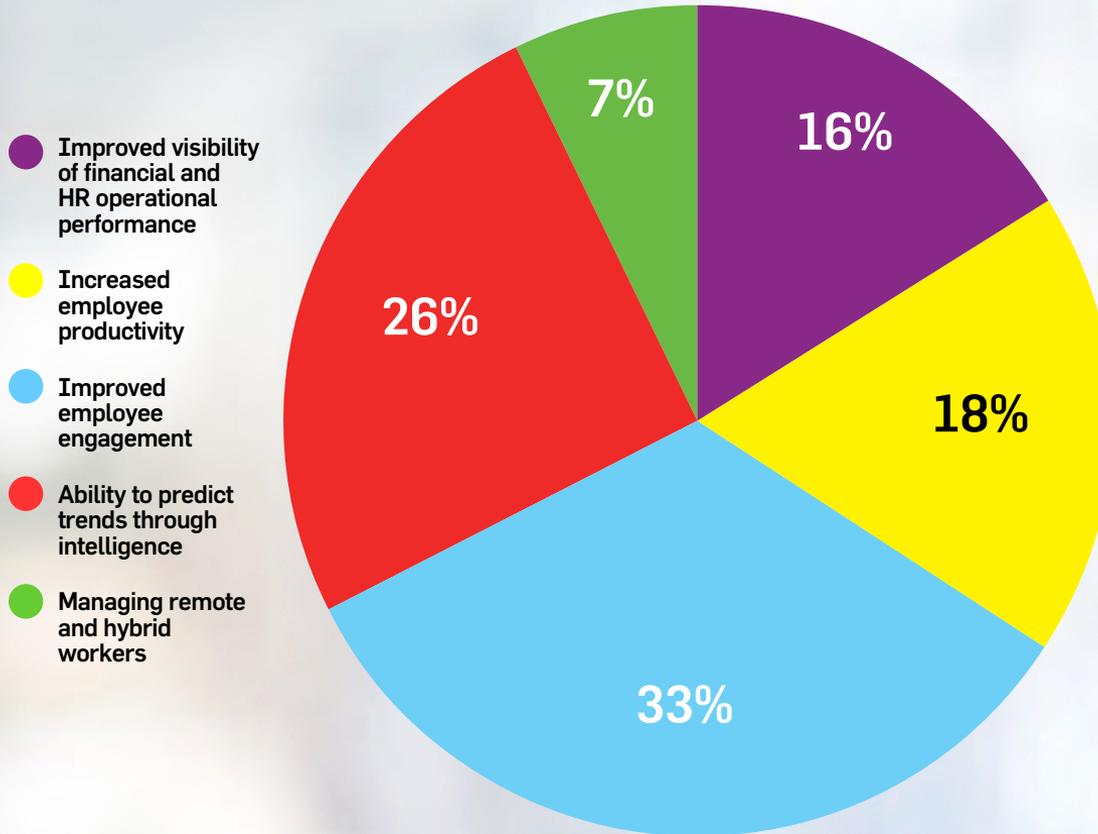
# TOP PRIORITY AREA FOR INVESTMENT



In order for organisations to remain competitive within a challenging business environment, effective workforce management and planning is essential. With the ability to optimise resource allocation, align talent needs with strategic goals, and enhance operational efficiency, effective workforce planning mitigates risks and ensures adaptability. By accurately forecasting staffing needs and leveraging data-driven insights, these practices reduce costs, aid in informed decision-making, and foster higher employee engagement.

The importance in implementing people analytics has also been flagged by HR professionals as a key area for investment. Having a data-driven approach aids in refining recruitment strategies, improving talent retention, and boosting employee performance and productivity by identifying successful patterns and skill gaps. People analytics supports personalised training programs, measures progress in diversity and inclusion initiatives, and evaluates the ROI of HR efforts, ensuring cost efficiency.

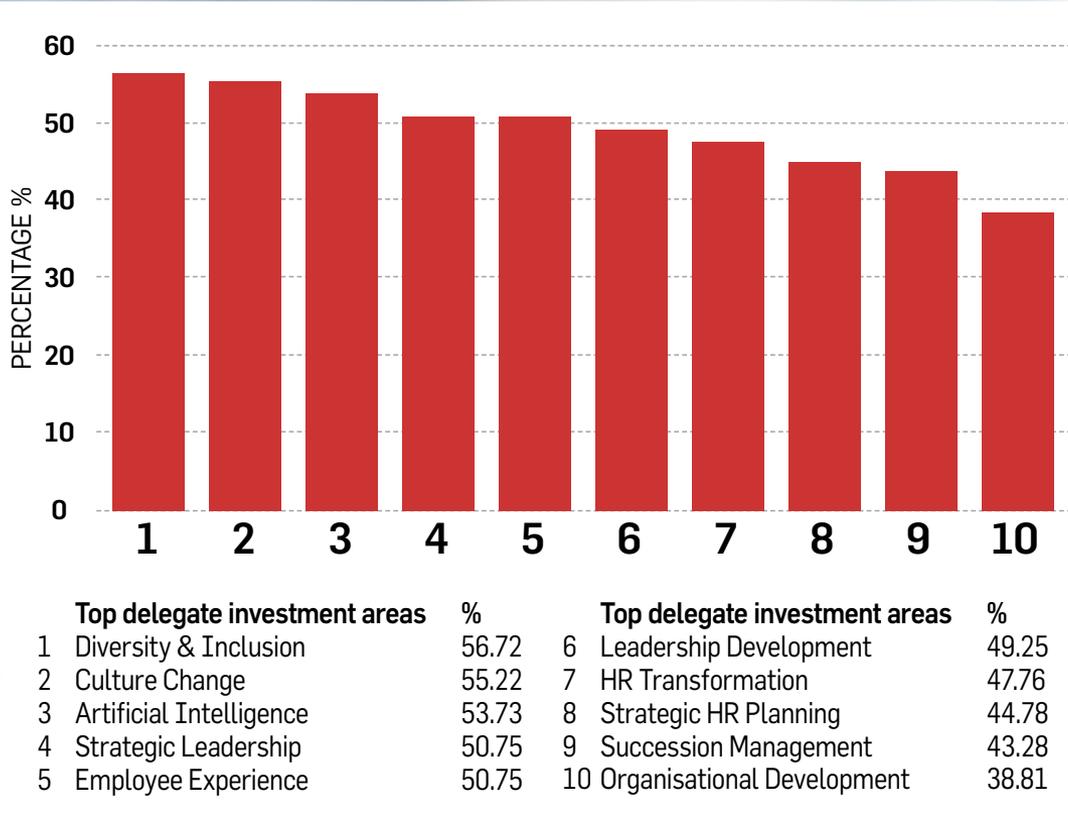
# TOP IMPROVEMENT AREA



Improving employee engagement holds paramount importance within organisations due to its multifaceted benefits. Engaged employees are more committed, motivated, and passionate about their work, leading to increased productivity and higher-quality outputs. They tend to be more innovative, collaborative, and aligned with the organisation's goals, fostering a positive work culture and strong team dynamics. Highly engaged employees are more likely to provide better customer service, positively impacting client satisfaction and loyalty.

The ability to predict trends through intelligence is crucial for HR departments as it enables proactive planning and strategic decision-making. With predictive insights, organisations can anticipate workforce changes, plan for talent needs, and make informed decisions aligned with organisational goals. By forecasting potential attrition and identifying emerging skill requirements, HR can implement targeted retention strategies and attract the right talent. Predictive analytics also supports initiatives to enhance the employee experience and mitigate risks, ensuring the organisation is well-prepared to navigate future challenges effectively.

# DELEGATE INVESTMENT AREAS



The top investment priority recognised by the delegate group is diversity and inclusion. D&I initiatives foster a culture of belonging and equity within an organisation, creating a more engaged and motivated workforce. It enhances creativity, innovation, and problem-solving by bringing diverse perspectives and experiences to the table. HR's commitment to D&I attracts and retains top talent, broadens the talent pool, and improves employee morale and satisfaction. Furthermore, it aligns with evolving societal expectations and can positively impact the organisation's reputation and brand.

As well as culture change and AI, strategic leadership has also been flagged as a key investment priority. Effective strategic leaders in HR bring a forward-thinking approach, identifying trends, and anticipating future talent needs. They navigate changes in the business landscape, lead cultural transformations, and drive innovation in talent management practices. Strategic leadership fosters an agile HR function, enabling proactive decision-making, fostering a culture of continuous improvement, and positioning HR as a key partner in driving organisational growth and sustainability.

# STRATEGY FORUMS



Live Events

# FORUM IQ



Analytics & Research

# FORUM LINK



Collaboration App

All our Strategy Forums combine industry leading searchable analytics through Forum IQ - our delegate discovery platform. Key client investment data is blended with enhanced networking capability via our Forum Link app for everyone to intelligently connect through multi-channel exchanges during our live Strategy Forums.

Deep understanding and clever tech connecting smart people in smooth interactions. Goodbye static conferences, hello evolution.

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