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The Business Case for

COMPREHENSIVE APPLICANT TRACKING SOFTWARE

How to evaluate, adopt, and excel with a strong ATS and unified talent platform.

This guide is built to support each key element of a strong ATS business case.

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If you'd prefer to walk through this guide with a solution expert, let's chat.

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Talent acquisition is undergoing a mandatory transformation

The state of the world has changed, and transformation continues to impact hiring.

Extraordinary talent risk

- **92%** of C-level business leaders say their organization won't be able to meet business goals without the right talent.

Extreme complexity

- More than **70%** of U.S. employers offered remote work options to attract or retain talent in 2021.

Constantly changing HR tech

- **96%** of U.S. HR and talent professionals are planning to increase investment in talent tools in 2022

> "Work was already going to change thanks to consumer demand and business innovation. Now, the pandemic of 2020 forces you to leap five years forward in your workforce strategy in a single bound."
>
> Forrester, The Future of Work Starts Now, 2020

*iCIMS, 2022 Workforce Report

Today's hiring landscape presents challenges that accelerate the need for change

Operations

- Strain from manual practices and reduced resources
- Friction points that hurt recruiter and candidate user experiences
- Workflows that require tools that don't currently work in unison
- Decisions made without proper reporting and data

Strategy

- A push to simplify processes and protect business outcomes
- Heightened need to diversify talent pools and find a best fit
- Inconsistent regional and global hiring

Connectivity

- Supporting tools without integration to core ATS or HR systems
- Not enough functionality to support modern recruiters, talent, and virtual hiring
- Migration to applications vs. web-based
- Lack of trusted data

Financials

- Redundant spend
- Difficulty producing strong ROI
- Expenses increased with hiring volume
- Business cost of lost productivity in relation to length of vacancies

Change is an opportunity to impact your business's future and scale

With a well-paved path to hire talent, each hire influences business success.

"As an HR department, we have been given the ability to invest in technologies and strategies that will **help us hire the people we need in order to succeed**."

Samantha Herbein, senior HR operations generalist at Allan Myers

"We needed a system that understood modern day recruiters and prioritized recruitment. It enables us to **maintain our competitive advantage and move quickly**."

Kimberly Bowen, former VP of talent acquisition at AmTrust Financial

"Not only does our team appreciate the streamlining, but the organization recognizes how we've structured to **better meet our needs today and for the future**."

Lynda Whittemore, talent acquisition manager at Room & Board

"I was lucky enough to select our ATS, and I went through a full RFP process with at least 10 different vendors. **We've been able to create custom workflows and capture hard to find people**."

Whitney Kobrin, former senior manager of TA at TRAC International

How to build a case that stands strong

Next, we'll learn how to answer common objections like:

1. New tech that isn’t integrated seamlessly risks harming efficiency
2. Lengthy procurement and implementation processes can disrupt hiring
3. Budget is not allocated, and ROI isn’t clear enough to change that
4. Resources are already spread thin, and learning curves can deter results
5. There’s fear of risking data integrity when syncing between new systems

Stage 1: Align priorities to business goals

Start with top-level alignment

A strong business case relies on a clear connection to business value.
Take a moment to fill out this page and use as a reference in the following stages:

Current business goals

Future business goals

Opportunities achieved through applicant tracking software

This is your foundation.

Are you set up to prioritize the efficiency you need?

Fill this page out to help you find the gaps that will expand your business case:

Currently tracked hiring metrics	Benchmarks	Latest metric results	Areas of strength	Gaps to close

Remain focused

List 3-5 of your top priorities for your current and future hiring goals.

Current business goals

Future business goals

Stage 2: Get specific about the functionality needed to reach your goals

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Talent attraction

Core functionality to consider

- Job distribution and XML feed synced with your ATS
- Easy sync to preferred job posting platforms
- Career sites configurable by hiring type (internal, gig, entry level, etc.)
- Career site templates that reflect desired branding
- Excellent candidate-facing interface
- Job-to-candidate matching and recommendations
- Candidate-to-job matching and ranking
- Star profiles to consider candidates against
- Machine-learning recommendations with visible logic
- Mobile optimization at all touchpoints
- Job alert opt-in option on career site
- Consolidated recruiting event administration

Benefits and value

Employer:

- Ongoing nurture and rediscovery of qualified talent
- Diversified and informed talent pipelines
- Strongest available slate of talent for each position and hiring type
- Remediated bias through automation and AI
- Improved job description quality and search optimization
- Exposed AI logic that supports accountable recruiter decisions
- Accelerated resume review and pipeline building
- Single front-end experience for both candidates and recruiters

Candidates/employees:

- Quick view of relevant positions
- Ability to express interest without applying
- On-demand access to internal opportunities or projects

Talent attraction

Use cases

- Career conversations
- Pre/post-hiring event outreach
- Emergency outreach
- Temporary projects/gig economy
- Company engagement
- Initial phone screens
- Internal talent acquisition
- Feedback capture
- Talent re-engagement

Room&Board

Employer example:

Room & Board achieved a turnover rate under 15% and maximized their new talent pipeline by automating outreach to prospective job seekers and maintaining strong talent pools to fill open roles across 16 locations.

An industry expert's view:

"Matching technology will be the norm for all platforms, and very quickly now. If technology does not meet this charge, it will become obsolete. This technology should support both internal and external candidate matching."

IDC, The Age of Strategic Talent Acquisition Has Arrived, 2020

Talent engagement

Core functionality to consider

- Text messaging launched from within ATS
- Automated communication triggers by workflow stage
- Information capture at events or on career site
- Email campaign management and templates
- Mobile apply process (SMS, WhatsApp, Facebook Messenger)
- Branding and personalization options
- Calendar syncing and scheduling
- Conversational AI to recommend and collect talent data
- Native language capture for global candidates
- Cohesive view of all interaction in candidate profiles

Benefits and value

Employer:

- Consistency and personalization in candidate communication
- Informed talent at every stage
- Productivity increase for recruiters who automate tedious outreach
- Campaign workflows adapted to candidate responses
- Nurtured candidate pipelines (internal, active, and passive)
- Simplified mass communication and brand affinity
- Easy scheduling among various hiring parties and time zones
- Essential and time-bound tasks supported with text reminders
- Accelerated conversions and time to hire

Candidates/employees:

- Immediate updates as specific stages are reached
- Understanding of expectations, ability to be more prepared
- Flexibility with time zones, availability, and internet access

Talent engagement

Use Cases

- High-volume hiring
- Management of large talent pools
- Productivity within slim hiring teams
- Workflows requiring pre-defined triggers
- High-turnover roles
- Global hiring
- Virtual hiring
- Gig/contingent worker communication

Rydon

Employer example:

Rydon uses iCIMS ATS and Candidate Relationship Management to keep potential candidates engaged for future positions. The results have been outstanding, including a 250% increase in applications and a 66% faster time to fill.

An industry expert's view:

"In the last year, the adoption of virtual assistants in talent acquisition (TA) has increased. Early adopters have used these tools to support high-volume, high-transactional activities such as applicant inquiry, interview scheduling, feedback collection and offer/onboarding execution."

Gartner, Hype Cycle for Human Capital Management Technology, 2020

Hiring automation

Core functionality to look for

AI-driven automation to improve the efficiency of:

- Appointment setting/scheduling
- Job distribution
- Communication deployment
- Resume parsing
- Workflow configuration by hiring type
- Screening and assessments
- Offer letter template creation, approvals, and distribution
- New hire onboarding task distribution
- Tools pre-built to integrate with core HR solutions
- Data sync from applicant profile to offer letter
- Native and user-defined rules

Benefits and value

Employer:

- Candidates added to pipelines as soon as they enter the system
- Time savings and allocation to value-driven tasks
- Consistency, organization, and scale across hiring processes
- Smooth transition between stages and solutions used
- Empowered sourcers and recruiters
- Reduced time of vacancy and lost productivity for back-fill hires
- Actions taken in mass across groups of applicants
- Easily tagged, searched, updated, hidden, or shared candidate data
- Maintained data integrity to combat risk of manual entry errors

Candidates/employees:

- Provided a cohesive and personal interaction at every step
- Easy navigation of process

Hiring automation

Use Cases

- Lengthy hiring process
- Various hiring paths for certain hiring types (internal, entry-level, etc.)
- Bypass/emphasize hiring steps
- Productivity of slim hiring teams
- Multiple hiring solutions
- Integration optimization

Employer example:

American Heart Association®

The American Heart Association saved 1,100+ recruiter hours annually while screening up to 650 new candidates daily by using their ATS to automate administrative tasks within their workflow.

An industry expert's view:

"Leveraging automated recruiting capabilities can reduce the time for which value is lost by up to 3 days, filling the productivity gap faster. A midsized retailer with 500 hourly, minimum-wage employees at 100 percent turnover would save approximately $170,000 annually in the 3 days pulled forward, accounting for total value of work output that would have been missing."

Nucleus Research, Best Positioned Hiring Solutions, 2020

Collaboration and user experience

Core functionality to consider

- Experience and functionality specific to hiring manager
- Real-time, simultaneous interview feedback and communication
- Requisition approval available within collaboration tools
- On-demand dashboards for timely data view
- Internationalization and market-specific integrations
- Workflows configured to user(s) and role levels
- Integration between ATS and channels such as Microsoft Teams
- Intuitive search across candidate profiles
- Robust user community to tap into for support
- Transparent guidance and insightful user use cases

Benefits and value

Employer:

- Interview details, skills verification, feedback, and questions available right within desktop collaboration platform solution
- Easy flow from task to task
- Gain control across the entire talent lifecycle
- An immersive yet simple experience for all users
- Decreased risk of miscommunication or manual error
- Increased time-to-productivity with easy adoption
- Centralized and collaborative hiring
- TA compliments business infrastructure

Candidates/employees:

- Interaction with future employer appears cohesive
- Quick process with intuitive interface

Collaboration and user experience

Use cases

- Interview feedback and timely collection
- Diversified hiring decision makers
- Remote/virtual work arrangements
- System optimization across departments
- Fast-pace work environment
- Varied schedules
- New digital transformation initiatives
- Disparate recruiter locations

Employer example:

Hackensack Meridian supported a huge merger of two leading healthcare organizations with consistent and centralized experiences across all recruiters and systems to hire 4,000 professionals by leaning on ATS workflow organization and smooth integrations.

An industry expert's view:

"Evaluate how your TA strategy connects with your HCM, talent, digital business and other critical application strategies. Keep an 'eyes wide open' approach to selecting appropriate vendors; as the TA market will continue to evolve rapidly."

Gartner, Market Guide for Talent Acquisition Applications, 2020

Analytics and insights

Core functionality to consider

- Centralized auditing and reporting
- Machine learning fueled by talent lifecycle data
- Full access to organized EEO and compliance data
- Access to pre-integrated apps with turnkey activation
- Customizable reporting of cross-system analytics
- Insight into requisitions through entire process
- Intuitive search on a wide array of data fields
- Data warehousing
- Predictive data based on historical sets and future goals

Benefits and value

Employer:

- Clear view into TA process performance and bottlenecks
- Instant, real-time visibility into key talent data
- Full-picture reports custom to stakeholder
- Sense of connectedness across hiring technology
- Optimized process for current staff and budget
- Informed workforce decisions aligned with business vision
- Complete view of pipeline from source to hire
- Decisions driven by accuracy and predictive data
- Confidence in reports being delivered to the board room
- Broadened exposure of the business impact recruitment has

Candidates/employees:

- Reduced data entry when re-applying transferring roles
- Personal data security across various logins

Analytics and insights

Use cases

- Performance review
- Budget forecasting
- Company-level D&I initiatives
- Talent benchmarking
- Consumer and data privacy compliance (GDPR, EU, California, etc.)
- Frequent candidate data transfer
- Data security
- Various integrations

A strong ATS vendor not only provides great insights from your organization, it supports you with a database of employer and talent trends collected from decades of TA-specific experience.

Stage 3: Evaluate which platform will support the functionality you need

How to choose your recruiting solution

Organizations have two typical options to choose from: an HR platform plus point solutions or a unified talent platform.

HR platform:

An all-in-one offering covering all people activities from talent acquisition to employee management and payroll, focusing investment primarily on post-hire activities.

OR

Unified talent platform:

Purpose-built to support modern functionality to attract, engage, hire, and advance talent, which seamlessly connects with an HR platform to continue the post-hire experience.

Modern hiring requires more than an add-on recruiting modules can offer

If you're struggling to make the case for an ATS that won't disrupt your HCM workflows, here are some key points to support you:

When recruitment is not your HCM vendor's priority, your team is vulnerable to:

- Constant asks of IT to evaluate, implement, and maintain contracts for every new tool needed to fill gaps
- Data integrity concerns from integrations that misalign tech, budget, and security requirements
- Wasted recruiter time spent jumping between systems at the expense of quality candidate interactions
- The inability to pivot quickly when the world inevitably shifts, or your business success relies on it

Gartner shares that by 2025, 60% of enterprises will invest in an HCM for HR and talent management **but will still need to source 20% to 30% of their HCM requirements from other solutions due to functionality gaps**.

That's why talent leaders like Kimberly Bowen of AmTrust Financial express that they **"want a provider that is a subject matter expert-where this was all they did. Any dollars made; this is where they were going to get invested"** in response to the native recruiting module their HRIS Workday offered.

* Total Economic Impact of iCIMS Talent Cloud 2020

When a comprehensive ATS integrates with your HCM, results happen.

ASBURY AUTOMOTIVE GROUP

Integrated iCIMS with ADP
Doubled applicants and cut job advertising by 50%

FULTON FINANCIAL CORPORATION

Integrated iCIMS with Ultimate
Reduced 43 pieces of paperwork to 0, resulting in stellar survey results from new hires

AmTrust FINANCIAL

Integrated iCIMS with Workday
$13M saved and 700% increase in talent pipeline

Stage 4: Focus on benefits to show ROI

Honestly assess the ROI of change

To better understand the benefits, costs, and risks associated with the investment in comprehensive talent acquisition technology, Forrester interviewed experienced users of the iCIMS Talent Cloud.

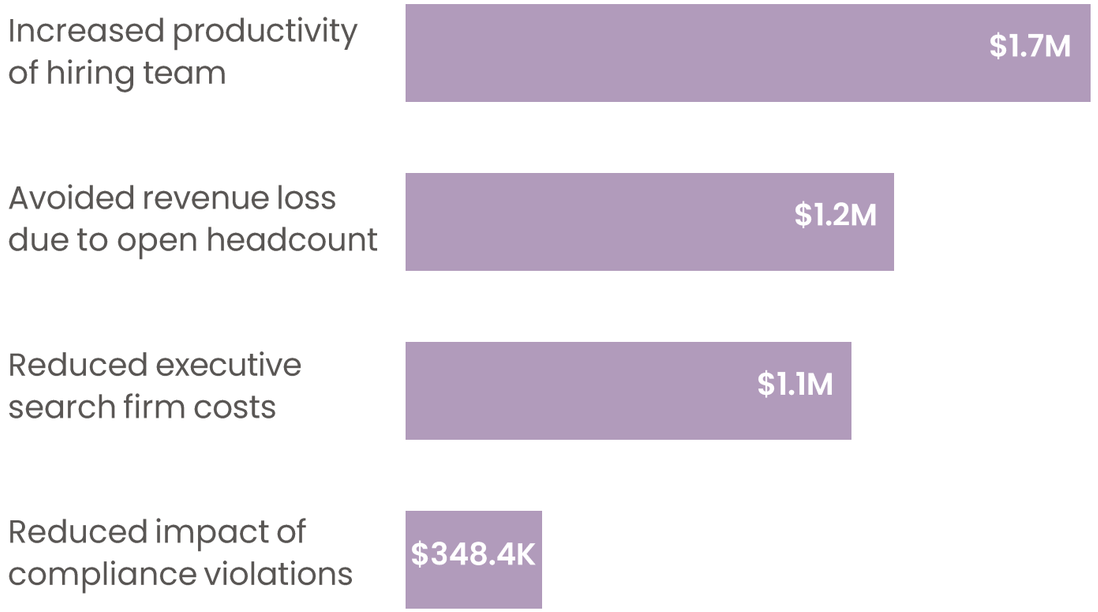
Their key findings include:

ROI
282%

BENEFITS PV
$4.44M

NPV
$3.28M

Benefits (Three Years)



* Total Economic Impact of iCIMS Talent Cloud 2020

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Increased productivity of hiring team

$1.7M

Automated capabilities contribute to:

Quantified benefits

- Hours saved in recruiter productivity per hire
- Average hourly salary of a recruiter/hiring manager
- Hours saved in approver productivity

Unquantified benefits

- Management of interviews and scheduling
- Eliminated manual entry into spreadsheets
- Measurement of time value to organization

Avoided revenue loss due to open headcount

$1.2M

Increased sourcing capabilities contribute to:

Quantified benefits

- # of open reqs that generate revenue
- Avoided risk of lost revenue from unfilled reqs
- % improvement due to comprehensive ATS

Unquantified benefits

- Focus on regional and city-based talent pools
- Recontact of incomplete applications
- Increased candidate pools to ease staffing shifts

* Total Economic Impact of iCIMS Talent Cloud 2020

Reduced executive search firm costs

$1.1M

Data-driven decisions and increased candidate reach contribute to:

Quantified benefits

- Total # of open hires per year
- # of requisitions sourced by staffing agency
- Average % paid to agency for permanent hire

Unquantified benefits

- Practices aligned to KPIs
- Management of larger candidate pools

Reduced impact of compliance violations

$348.4K

Reporting and analysis tools contribute to:

Quantified benefits

- Reduction or avoidance of fines
- Time savings prepping for audit
- Director and admin hourly salaries

Unquantified benefits

- EEOC and Affirmative Action Program requirements met
- Proactive readjustment of strategy to comply with self-identification requirements

* Total Economic Impact of iCIMS Talent Cloud 2020

Stage 5: Know your stakeholders and translate advantages that matter to each of them

CHRO

Priorities to align to:

- Equip teams to manage rapid growth
- Stay ahead in fast-moving landscape
- Leverage technology to create efficiencies
- Prepare for the future of work
- Maximize the % of positions filled on time
- Positively impact employee day-to-day
- Hire globally and increase internal mobility
- Unify analytics
- Cohesive HR tools and functions

Alignment opportunity:

Building a dynamic and adaptable organization takes solutions that deliver the right strategic data, insights, and flexibility to create a more productive, more inclusive business. A comprehensive ATS embedded in a talent cloud does that for us, while complementing our HR platform.

HR Ops

Priorities to align to:

- Identify the right platform for all of HR
- Keep processes simple and easy to use
- Produce strong ROI
- Define criteria for good user experiences, data security, and compliance across new tech
- Sync HR, BI, and data warehouse tech
- Organize multiple vendors and contracts

Alignment opportunity:

The right platform keeps our organization connected with flexible, adaptable solutions that help us attract, engage, hire, and advance key talent at scale. With enhanced data security, AI, automation solutions, and an ecosystem of integrations, we enhance TA and complement our existing HR workflows.

CTO

Priorities to align to:

- Manage security and risk
- Keep up with the industry
- Understand direct impact on broader business success
- Innovate and evolve infrastructure for the future
- Control costs
- Increase and simplify user adoption
- Increase contingent, global labor
- Save costs throughout the platform.

Alignment opportunity:

To deliver efficiencies required to secure world-class talent for our business, dedicated talent acquisition software will anticipate our needs and accelerate our transformation. With AI and unparalleled data that inform advanced analytics, we can see ahead of today's challenges and into tomorrow's to maximize this investment and move our business forward.

CEO

Priorities to align to:

- Be first to innovation
- Attract and retain talent
- Innovate and out-execute competition
- Accelerate digital transformation
- Build and align the organization through collaboration
- Adjust policies around economic landscape
- Manage risk
- Guide strategic decision-making with accurate employee data

Alignment opportunity:

To accelerate our innovation, competitive standing, and value in market, we need the right people; and my team can introduce more of those dynamic candidates that best fit where our company is headed with talent acquisition technology that was built for enterprises like ours.

CFO

Priorities to align to:

- Manage expenses
- Contain risk
- Enable profitable growth
- Plan for the future
- Ensure cost savings
- Measure investments against long-term ROI

Alignment opportunity:

To future-proof the efficiency of our teams and ensure every hour of work is contributing to the greatest ROI for the business, we need a unified technology platform dedicated to the talent acquisition function. A focused vendor offers us analytics to guide smart cost and time decisions that optimize our team's time. The business gains resources through productive new hires, and the cost savings from decreased vacancies and turnover can be allocated to value-driving investments.

As you build your business case, know that iCIMS is here to support you

We're a trusted business partner in the new world of work

200+ Countries & territories where iCIMS is used by our customers

36 Languages and dialects for the candidate experience

7 Hosting sites and data recovery centers around the world

4,000+
customers, including 40% of the Fortune 100

~5.7M
Hires in 2021

~2.7M
Global platform users

22 years
of innovation and market leadership

1,300
global workforce

700+
iCIMS Talent Cloud partners

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The iCIMS Talent Cloud platform can transform your HR tech landscape.

With iCIMS, create and execute a talent acquisition strategy that aligns with and accelerates your business strategy, scale, and innovation.

Talent powers transformation

iCIMS is the talent cloud company that empowers organizations to attract, engage, hire, and advance the right talent that builds a diverse, winning workforce. iCIMS accelerates transformation for a community of more than 4,000 customers, including 40 percent of the Fortune 100.

See it in action: **www.icims.com/see-it-in-action**