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2021

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# Case Study: 2021 HR Tech Awards

*Each year, technology companies across HR, talent, and learning apply for the HR Tech Awards to demonstrate the value they bring to their clients and to the broader industry. These case studies represent a sampling of the capabilities from the award winners in our program.*
*Learn more about the HR Tech Awards.*

| Company Name: | Fuel50 |
|---|---|
| Website URL: | www.fuel50.com |
| Insert Logo (JPG/PNG): |  |
| Key Customers: | NetApp, Trane Technologies, Fidelity, Vanguard, Mattel |
| Category: | Employee Experience |

# About The Company

Fuel50 is the AI-powered opportunity marketplace that delivers internal talent mobility and workforce reskilling.

With hyper-personalized AI and a deeply embedded commitment to diversity and inclusion, Fuel50 mobilizes talent. Fuel50's ethical AI matches people to opportunities in real-time, automatically maps workforce architecture, and provides deep data insights for predictive talent and workforce planning.

Last year they released a new dynamic UX complete with AI-driven suggestions, video support and 1-click vacancy applications. This delivers an agile and personalized experience, with laser-accurate matching of employees to opportunities such as Gigs, Vacancies, Mentors, Journeys and Learning Courses, all driven by their world-leading AI. Fuel50's Marketplace also includes future-proofed and scalable dynamic workforce architecture with an added diversity and inclusion layer. The deep learning AI engine combines global, market, people and company intelligence for unique and validated workforce data.

The internal talent marketplace is designed for employees, leaders and the organization/HR. Employees are presented with a personalized opportunity dashboard experience, curated by their AI engines which use deep matching across multiple data points on the employee and the opportunity. Fuel50's advanced skills-inferencing technology builds a meaningful skill profile for each employee providing suggestions to employees right out of the box. This deep employee skills profile delivers targeted opportunities that are unique to the user's career goals and aspirations and users will continue to get fresh, new suggestions as the platform gets to know them better. The platform boasts highly accurate predictive models which can show an employee the easiest way to navigate through any role within the company.

Fuel50 provides an organizational lens to talent with AI-sourced talent, mobility and retention risk data helping organizations get the most out of their talent and their career development whilst providing HR with rich data and insights to support strategic workforce decisions. With 11M+ data points their talent intelligence is 360-degree validated and surfaces capability intelligence, trends data, and re-skilling gaps to clients in their analytics portal. The rich data and predictive talent in-sights helps organizations know their people and build an agile workforce ready for the future.

While they have the ability to serve the vast majority of markets they have identified their sweet spot and developed Ideal Customer Profiles. In line with this they are actively addressing sectors with a focus on tech enablement with a high concentration of knowledge workers, these industries include Technology, Health Services, Finance Services and Telecommunications. This is where they have seen significant success in the past. Geographically their ideal markets are organizations with HQ in North America or in Western Europe whose clients are global. They are targeting organizations with 10,000+ full time employees, or 5,000+ if they are experiencing rapid growth in the tech sector.

They have built the Fuel50 platform upon powerful research and subject matter expertise to meet the needs of their ideal clients and they believe their approach revolutionizes how organizations view careers whilst giving employees a clearer view of their future.

# Problems The Technology Solves

Fuel50 is a transparent talent and opportunity marketplace to meet the business needs for re-skilling, succession, redeployment and leadership development. They continually make enhancements and add features to their platform to combat the biggest HR challenges of today and the future.

The past year has seen significant workforce changes and shifts in business demands which has been accelerated by the global pandemic and the increased call for inclusivity. The pandemic highlighted the importance of having an agile workforce; many organizations had an accelerated need to shift their people into different roles or projects. Their platform made this redeployment possible in a fast, fair and respectful way. They pivoted their offering to an internal opportunity marketplace that supports redeployment, gigs, mobility, reskilling and career growth. This enables organizations to future-proof their business and employees careers through driving talent mobility and workforce agility.

Some of the top challenges felt globally by organizations & similarly their employees are their 5 R's: reskilling, redeployment, restructuring, retention & relevancy. Their typical customer pain points are upskilling their workforce to be tech enabled & self-driven; the shifting skill requirements, talent & knowledge retention, & continuous deployment of people to new projects, implementing agile work practices.

From the employee's point of view "there are so many urgent & fast changing demands on me; I need to make sure I have the right skills & hear about the right opportunities to stay current & be marketable in this organization. I don't want to be left behind or miss out!"

From their research we've found that key buying themes included a marketplace solution for career development opportunities, skills matching, learning & growth, mentoring etc. All of which validate the need for the Fuel50 platform.

Rapid technology advancement, changing workforce demographics and a global skills shortage are some of the talent challenges that their solution solves. Organizations are flatter now; people spend more time in a position without any vertical movement and when there is a promotion, it is a steeper rise. This often has people unprepared for the tasks, skills and experiences they need to operate at that level; making Fuel50 indispensable in todays' career climate.

The platform helps employees find greater fulfilment in their work while creating agile organizations capable of developing talent from within. Facilitated by the technology, Fuel50 empowers employees to take command of their own careers resulting in increased career satisfaction and talent retention.

They are particularly outcome-focused and are unmatched on client results. Fuel50 is making a proven impact delivering a fast time to ROI. Over 70 organizations around the globe saw im-mediate impact since deploying Fuel50, with up to 65% increase in lateral movement, 35% increase in internal recruitment, and 60% reduction in employee churn.

Employees also love using the product with feedback such as "it helped spur conversations surrounding my strengths and how they can propel me forward" and "I love the fact that I have visibility of career possibilities."

They don't only deliver the promise, they deliver the value.

# Client Case Study

With a history dating back to 1871, industrial manufacturer Trane Technologies (formerly Ingersoll Rand) and its family of brands represent a proven history in construction and mining, industrial and commercial markets. Through acquisitions, innovations and customer focus, today's Trane Technologies offers market-leading solutions and services that enable customers to create progress through a variety of industries and markets that touch everyday life.

Their business challenges that drove them to engage with Fuel50 included improving the employee career experience to increase the overall engagement of Trane Technologies' 41,000-strong workforce and better recruit, develop and retain talent. Their employees had communicated their desire for a greater focus on career development through the annual employee engagement survey. Up until then development planning was very much optional and some managers were better than others at driving the relevant conversations.

The survey results uncovered growth and development areas that offered an opportunity to improve including:
-         "I can achieve my career goals at this company."
-         "I am supported in taking advantage of available career opportunities."
-         "The company has effective processes for developing people."

They understood they wanted a tool that was available 24/7 and would provide good results and reports for managers, not in the traditional form of classes that inhibited a mass scale roll out. After a search into the marketplace to see what was out there, they discovered there wasn't a lot available at the time. Then in spring of 2015 Mike Martin, VP of Talent ran into Fuel50 at a conference, which led to more and more conversations and demos to senior HR leaders who all were intrigued.

For Trane Technologies it is about developing "inspirational, courageous leaders with the skills to achieve results through team-work and collaboration" while also "helping employees improve their skills and competencies while serving as role models for the personal behaviors that underpin a winning culture."

To achieve this and address their challenge areas an enterprise-wide initiative called Career Progress was introduced. This encompassed a new Career Framework and new Career Management resources including Success Profiles and 'My Career Navigator (Fuel50 platform) to salaried employees, shifting the

focus to talking about development for everyone, not just those deemed 'high potential'. Their vision (and what they achieved) was to provide an experience for employees that creates interest and excitement for flexible and mobile career possibilities.

They made a commitment to empower employees to manage their careers through information and tools they accessed via this world-class technology interface. This initiative also enabled managers to coach their employees through career conversations based on the solid foundation of a globally consistent job architecture that standardizes roles, levels, titles and rewards, while also giving managers autonomy to manage employee rewards through informed and economically responsible decision-making.

"Our success is enabled by the commitment and dedication of our employees globally. To help our employees grow, we believe it's vital to strengthen their engagement and develop their skills and leadership capabilities."

To communicate the new initiative with their leaders they delivered overview presentations at many different leadership and organizational meetings. For their employees, ecards, emails, intranet articles, videos (animated, testimonial and training), printed materials, online training and live Q&A calls were all utilized. There was ongoing communication through different channels to continue to educate employees and managers on how to optimize these resources to make the career experience at Trane Technologies best-in-class.

"We really wanted to say, this isn't about changing where you fit in the organization. This is about your development and how we can help you grow and be the best you can be here in the company." - Sr. Manager, Global Talent Management at Trane Technologies

Trane Technologies are proud to offer countless opportunities to build a successful and rewarding career. The core solution components of Career Progress include:

- Career Framework

Each employee can see the Career Streams and Bands for open positions, including being able to differentiate jobs based on scope, scale, accountability and complexity. This enables more efficient movement of talent across functions, businesses, and regions.

- Success Profiles

Outlines the key experiences to be gained in a role, as well as the specific competencies needed for success. Employees may assess their skill level and see common career moves into and out of different roles to help chart their course. This information allows them to enhance their proficiency in their current role or prepare them for future roles.

- Career Navigator

Employees can gather insights on their career journey, including assessing their talents, mapping development actions, preparing for career conversations and sharing insights with their manager. This includes 24/7 access and Trane had Fuel50 translated into 6 additional languages in June 2017.

"It creates more clarity on how jobs fit together at Trane Technologies."

The pilot saw fantastic results with a 5% improvement in engagement in pilot audience of engineers vs 2% in remainder of business. 5 years later and their results continue to be strong. They have seen a 35% increase in internal recruitment and internal talent mobility at Trane Technologies has grown 67% since introducing Fuel50. The majority of movement is now at the lateral level.

Mike Martin, VP of Talent at Trane Technologies highlights that "we measurably improved the quality of our leader conversations" with an 11% improvement in leader conversations since deploying Fuel50. It has really helped to drive better conversations, particularly as the platform prompts leaders with growth focused questions for the employee.

Mike also noted in an interview with Josh Bersin that "a lot of times managers would think that they knew the employee, that they knew what was expected, or what they wanted, or what they were interested in. And I think what happened is that sometimes, these reports validate what they thought, and sometimes, they see some things they hadn't thought of before." With Fuel50 facilitating and helping managers to have these career conversations through the leader coaching portal, Trane Technologies are proud that for them the platform is still "Employee-owned, manager-enabled."

Their users are equally as positive about their experience:
"Today I have entered in [Fuel50] and started playing with the new career framework. Honestly, I am personally so impressed by the functionalities! You can even assess yourself vs the skills required for your 'dream job' – I didn't expect such a nice tool for my own growth and development."

# About Lighthouse Research & Advisory

Lighthouse Research & Advisory is a modern, independent analyst firm dedicated to setting the standard for excellence in talent, learning, and HR with practical research and a hands-on approach. By providing compelling research and actionable insights, our team enables HR, learning, and talent leaders to deliver more value to the business. Our research examines competitive practices, cutting-edge technologies, and innovative strategies.

Ben Eubanks is the Principal Analyst at Lighthouse, providing insights for today's talent leaders and vendor partners. He works with practitioners from areas across the HCM spectrum, delivering high-quality research, insights, and advisory services to enable better business performance. His book, Artificial Intelligence for HR, was published in 2018.

Prior to joining Lighthouse, Ben worked as a researcher, writer, and speaker for nearly more than 10 years, focusing on learning, talent acquisition, and talent management. During his tenure as a researcher, he has published more than 1,000 reports, case studies, and articles in addition to providing advisory services to executives from some of the largest and most respected organizations in the world.

He also has hands-on experience working as an HR executive, leading both strategic and tactical talent practices and giving his research a distinctly practical perspective. Ben has interviewed business leaders from notable organizations such as Southwest Airlines, IBM, H&R Block, McDonald's, AARP, and AlliedUniversal in his role as the host of We're Only Human, a podcast focused on the intersection of people, technology, and the workplace. In addition, he founded and operates upstartHR.com, a community serving HR leaders that has reached more than one million readers since its inception.