HR TECH
AWARDS
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EMPLOYEE EXPERIENCE
BEST INNOVATIVE OR
EMERGING TECH SOLUTION
2022

fuel 50

Case Study: 2022 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, Johnson & Johnson, CVS Health**

About the Company

From its humble beginnings in New Zealand in 2013, Fuel50 is one of the leading HCM SaaS solutions in the US and is seeing rapid growth in the UK and European markets, supported by our team of passionate Fuellies who are located across USA, NZ, Australia, South Africa, and EMEA.

With years of experience in organization transformation and talent management, Fuel50 founder and CEO, Anne Fulton, noticed that while talent technology was improving, it largely served HR teams and not the employees it reported on. Wanting to put the power back into the hands of the employee, Anne created Fuel50 career pathing software with co-founder Jo Mills to deliver career solutions to organizations that result in engagement uplifts, career acceleration, and talent retention impacts along with enhanced workforce agility.

Today, Fuel50 is the AI-powered opportunity marketplace that delivers internal talent agility and workforce reskilling. Combined with deep AI personalization, Fuel50 mobilizes organization's talent. Our Ethical AI matches people to opportunities in real-time, automatically maps your talent architecture, and provides deep data insights for predictive talent and workforce planning.

Over 70 organizations using Fuel50 saw immediate impact since deploying Fuel50, with up to 65% increase in lateral movement, 35% increase in internal recruitment, and 60% reduction in employee churn.

With the rise of the global pandemic, changes to ways of working, and a significant decrease in employee engagement while working from home, it is clear that something has to change. Fuel50 already has a reputation for revolutionizing career experiences across the globe and working with major brands all over the world. But our solution has long been targeted at enterprise organizations with FTE of 10,000+. Last year, 2021, saw Fuel50 introduce two additional marketplaces designed to support growth (250+ FTE) and mid-market organizations.

We are all about delivering better work experiences to the lives of those the Fuel50 software touches by supporting people to have values-aligned career experiences, and organizations to become 'best places to work'.

Problem(s) Your Technology Solves

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

The pandemic continues to drive the need for new roles and skills, but filling these is a huge challenge as seen by the Great Resignation. Solving this problem through internal talent mobility makes more sense as internal hires cost half as much, take half the time to onboard, are typically promoted faster, have increased engagement and productivity, and are less likely to leave the organization.

However, employees are often unaware of opportunities, grow bored of their current role, and leave. According to a study by Udemy, 46% cited a lack of opportunity to learn new skills as the top culprit of workplace boredom, with the second being unchallenging work.

Fuel50's talent marketplace solves this by using proprietary AI to smart-match employees to internal coaches, learning, roles, gigs, projects and career journeys. It takes into account existing skill set, interests, values, career stage, and who or what might be a good fit for that individual, giving employees a clear line of sight to internal career moves and how to get there. Not only does this result in improved employee engagement and satisfaction, but it solves the need for those new roles and skills, enabling HR teams to future-proof their business and employees' careers through driving talent mobility and workforce agility.

The impact of the Fuel50 talent marketplace is quantifiable through measuring career development acceleration, role moves, and 360 feedback from peers and managers; and quickly delivers a solid ROI

Unmatched on client results, over 70 organizations around the globe saw immediate 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."

We don't only deliver the promise, we deliver the value.

Client Case Study

Developing NetApp's Talent Marketplace with Fuel50

ORGANIZATION

Employees 11k

Industry Techology

Region Global

Solution Talent Mobility

Joined Fuel50 2020

HR TECH STACK

System of Engagement: Fuel50

System of Record: SAP SuccessFactors

NetApp is a hybrid cloud data services and data management company headquartered in Sunnyvale, California. Founded in 1992 with an IPO in 1995, it has ranked in the Fortune 500 since 2012. NetApp offers hybrid cloud data services for management of applications and data across cloud and on-premises environments.

BUSINESS CHALLENGE

NetApp is in the middle of a business transformation from a traditional data storage business to a cloud company. Those require two entirely different sets of skills and two different mindsets for who to sell to. As a result, their talent needs to evolve.

According to Larry McAlister, VP of Global Talent at NetApp, they were "flying blind". Although they had a very clear vision, based on their business imperatives, NetApp needed to innovate their talent practices for the future of work, or they were "going to lose".

What they needed were high-performing teams that worked together to grow and evolve their skills and roles within the organization, ultimately supporting the transformation of the business. To achieve that, NetApp had to change the entire way that they were looking at their employee-leader relationships and the way their people worked together. They needed to make the conversation between employees and managers more authentic, more productive, and real.

"Once we saw that AI is at our fingertips now, we decided we had to dig into this, or we were going to get leapfrogged by our competition in hiring and developing and retaining our people." LARRY MCALISTER, VP OF GLOBAL TALENT AT NETAPP

NetApp was looking to find a way to future-proof their talent. They wanted to enable and support internal talent mobility and workforce agility throughout their organization to ensure that they were developing and retaining their people.

SOLUTION

NetApp has embarked on a multi-year effort to reshape the employee experience and is committed to investing in its people like never before.

To begin with, they replaced outdated processes such as performance ratings, rankings, and trainings, and moved towards improving the connection and collaboration between managers and employees. Outdated forms were substituted for quarterly conversations that allowed employees to talk about their future, performance, and growth. Twice-yearly pulse surveys were also introduced to complement these conversations.

However, these efforts alone were not enough to deliver the innovation, insights, and the readiness for the future of work that Larry McAlister and his team were looking for.

NetApp adopted a renewed focus and sparked a shift to technology, career growth, and developing and activating enterprise wide talent. They brought in 16 different vendors – some for recruiting, others for career pathing and career planning – and everyone had input into what solution was going to work best for them.

Unanimously, NetApp decided that Fuel50 best met their criteria, goals, and needs.

Fuel50 is an AI-driven internal talent marketplace that broadens employees' exposure to new opportunities at NetApp, resulting in increased talent mobility, reskilling and upskilling, and ultimately an agile, future-proofed workforce.

"We really want to say, in our internal marketplace, that skills are the new currency. There is growth to be had in so many different directions. […] We want a company full of learners, not a company full of knowers… and it's all made possible by an internal marketplace with Fuel50." LARRY MCALISTER VP OF GLOBAL TALENT AT NETAPP

The aim is for people at NetApp to no longer think about their growth in terms of moving up a ladder but instead scaling a rock-climbing wall in whatever direction is necessary to get them where they want to go.

"We now have vision into everyone in the company, what they want to do and where they want to go… We are no longer flying blind and we have more insight now than we've ever had in the history of HR." LARRY MCALISTER, VP OF GLOBAL TALENT

RESULTS

197.2K Skills Inferenced through AI

21.4K Skills Assessed in 90 days

6.2K Unique Users in 90 days

With Fuel50, NetApp has scaled talent identification in ways they have never done before. NetApp now has access to their talent, they are adopting a mindset of talent activation, and their strategy to broaden the talent pool is being realized.

To help drive their business transformation, NetApp needed to assess the readiness and strength of their workforce skills. They did that very quickly by using a skills inventory with inferred talents built by Fuel50's powerful and ethical AI.

As a result, NetApp now has visibility to what skills and talents they already have vs. what they need. They know how to grow them, and they know where they are across the organization. They can use this new workforce intelligence to strengthen their organization and their strategy.

NetApp's people can now start building out personalized career journeys. Not only are they being connected to future jobs, but they can also see the personalized skill gap information for their current job. This transparency to what they need to do to grow in their current role provides immediate benefit.

NetApp's HR and Talent teams can now surface data and insights to help shape future workforce decisions. And, with these insights, they can begin to assess the readiness for things like digital transformation, sustainability, and diversity, equity, inclusion, and belonging (DEIB).

"Fuel50, as a platform, opens the door to so much growth, more than you can imagine." LARRY MCALISTER VP OF GLOBAL TALENT AT NETAPP

Together, NetApp and Fuel50 have a vision for continuous improvement. The next phase is for NetApp employees to expand their use of Fuel50 to connect to learning opportunities, projects, gigs, vacancies, and mentors – all personalized connections based on the employees' individual 'career DNA'.

Above all, NetApp now has the internal talent marketplace to enable and support internal talent mobility and workforce agility throughout their organization to ensure that they develop and retain their people. NetApp

"In my 25 years as a professional, I've never seen a company so committed to its employees – proud to be a NetApper!" JOEL BARNARD, STRATEGIC CREATIVE LEAD AT NETAPP

Key Differentiators

"Fuel50 is the leader in its conceptualization of the talent marketplace. The HR tech market has evolved, and the folks at Fuel50 pioneered this market." Josh Bersin

Hyper personalized experiences that evolve as you do.
As pioneers, Fuel50 has always been one step ahead of competitors who've since entered the market. Our greatest differentiator is that employees build their unique career DNA based not only on prescribed roles and skills, but their entire existing skill set, interests, values, career stage and more. So when the AI matches them to prospective roles, gigs, learning, mentors, etc, these opportunities are not just based on a predefined career trajectory as other marketplaces are, but on the employees actual interests. Results are greater employee engagement and satisfaction, faster career progression, greater productivity and longer tenure.
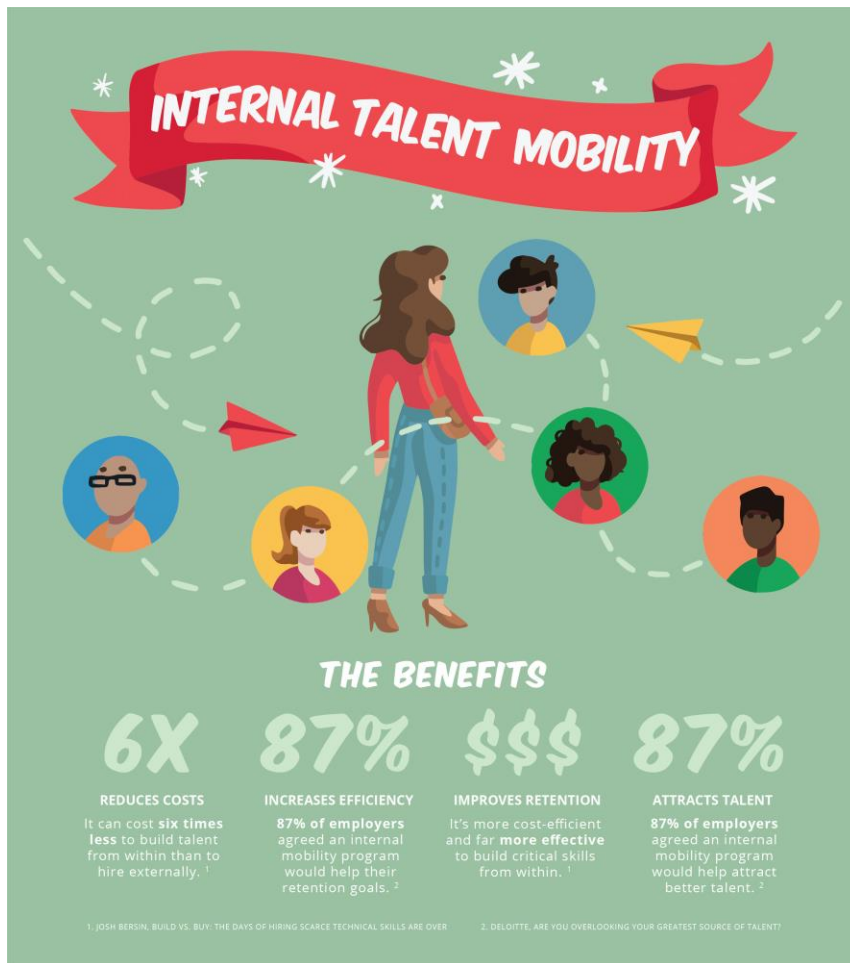
Coach Marketplace

The benefits of employee coaching are undisputed, however, it's traditionally come with challenges such as high costs of external coaches and therefore being limited to only executive level employees, or if internal coaching then the process of matching coach to coachee is usually manual with high room for inaccurate matching rendering the offering largely redundant.

Coach Marketplace uses the same technology to deliver a scalable solution at considerably lower cost. The AI matches people to internal coaches based on their unique career DNA - talents, skills, career aspirations, and values. Once the action is complete, this can be quantified by measuring career development acceleration, role moves, and 360 feedback from peers and managers. With Coach Marketplace anyone within your organization can become a coach and can build and share their skills, thereby creating a democratized employee-driven learning culture.

Talent Ontology™ and D&I

Client feedback and internal surveys tells us that their career framework is outdated and messy, and maintaining it is a challenge. In fact, 70% of survey respondents feel that having a tool that automates and digitizes their career framework is strategically important right now. We developed the Fuel50 Talent Ontology™ - our proprietary capability library that continuously updates via AI in response to the changes we see in the world of work.

Featuring generic job descriptions and job responsibilities aligned to 1000+ common job titles, and content covering 25+ functions across a spectrum of industries. As the Talent Ontology responds to market trends and our client needs, its breadth and depth continually grows.

Aligned to each capabilities and specialist skills are unique development actions, giving employees targeted suggestions on how to increase their proficiency in this area. These increase in complexity and scope as the employee's capability increases, supporting deeper learning and broader application of the capabilities and skills in the workplace.

Designed to drive inclusive working cultures it incorporates critical D&I capabilities in all executive and manager roles, supporting a mindset shift form the top down. It amplifies behavioral standards around D&I and holds leaders accountable for driving positive change. It puts a spotlight on unconscious bias within the organizations, and ensures D&I practices are present in recruitment, performance management, and leadership development. Continuous D&I checking of Fuel50-developed role profiles ensures they are not biased, discriminatory, or supporting unwanted stereotypes.

The Company Behind the Technology

Fuel50 is immensely proud of our strong team culture, where our "Fuellies" (people) come first. Our vision and values are inclusive and transparent and built upon quarterly business objectives that drive our growth, encourage goal setting, and celebrate milestones every step of the way. Our business values are an important foundation for everything we do and are lived by all our people every day. We pride ourselves in creating a Fun, Fantastic, Fair culture for our Fuellies that enables them to be the best they can be.

84% of our People say - At Fuel50 our values are important

We place a big focus on personal values, strengths, talents and what employees ENJOY doing, helping Fuellies find greater fulfilment in their work and increasing career satisfaction.

2021 was a big year for Fuel50 with the formal introduction of a People & Culture function and the hire of a Chief People Officer; a sign of the commitment to maturing our approach to both our organizational culture and people investment.

We conducted an Experience Survey to help shape our People Strategy and initiatives for 2021 through to 2023, which resulted in the establishment of the Fuellie University online a learning platform with access to over 10,000+ learning resources; an 8-month global leadership development program; and our own opportunity marketplace enabling our people to be the best they can be.

Our Fuellie University Leadership Program has many important learning modules, including inclusive leadership, educating leaders on the traits of inclusive leadership and the importance of diversity for innovation. All our workplace practices and policies have the purpose to create a diverse and inclusive culture, enabling our people to be their best selves every day. Just as we do not tolerate bias or discrimination in our company, our talent marketplace product is free from bias and has DEI built into the AI algorithms.

Our female co-Founders are role models for our people and those externally as examples of female entrepreneurs, technology innovators and executive leaders, showing that anything is possible.

We introduced a generous Parental Leave policy on top of the government statutory requirements that can be accessed by primary or secondary care givers, as well as additional leave and additional sick leave to ensure our parents can continue to contribute while balancing the commitments to their families.

All of this has contributed to 80% of our people agreeing that Fuel50 is committed to fostering a diverse and inclusive culture.

Also in 2021, we undertook a Workforce architecture and remuneration framework project, identifying, and evaluating all Fuel50 unique roles. Linked to our Fuel50 CareerDrive platform, Fuellies can self-assess skills and capabilities and set development plans.

We developed a remuneration strategy with established practices, a framework and pay bands, while a review of our non-monetary benefits saw the introduction of a new Leave Policy, ReFuel days, and health insurance.

These initiatives support our Fuellies to be their absolute best fostering a culture of openness, innovation, creativity, and further investment in our People.
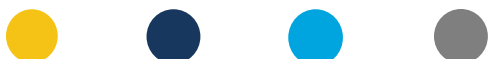
About Lighthouse Research & Advisory

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.