



| Securing
in-demand talent
| in hard-to-find
locations

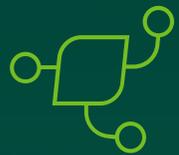
OpenText success story
2022

opentext[™]

We partnered with OpenText to help secure the talent and skills it needs now and in the future

Using the analytical power of Intelligence Cloud, the company is renewing its talent acquisition strategy in tech labor markets, redesigning career paths for its people, and adapting to today's remote-working realities.

What we've already achieved



Mapped talent globally with a highly targeted talent sourcing strategy.



Renewed remote-working model and future workplace strategy.



Adapted workforce strategy, employee value proposition and talent brand.



Record number of hires made due to overall growth and ability to source virtual talent.

BACKGROUND

OpenText is a publicly traded company founded in Canada in 1991

Known as The Information Company™, its information management and cloud solutions enable organizations to be more intelligent, connected, and secure. OpenText has over 14,000 employees in 60+ offices worldwide.

Examples of its strong commitment to using 'technology for good' include:

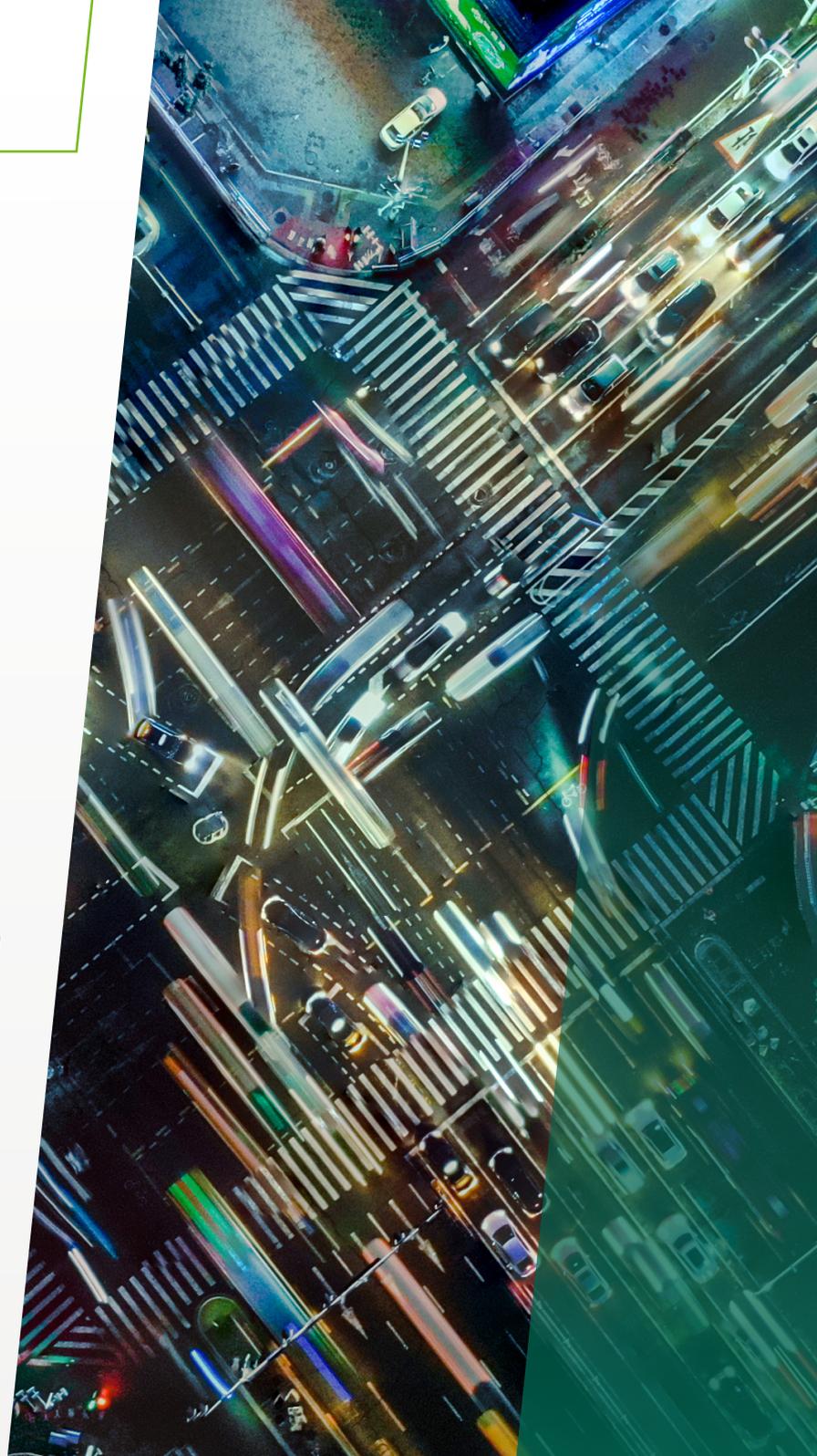
- Optimizing cancer detection
- Managing data to aid the UN's response to refugee crises
- Tracking ethical supply chains



14,000
employees



60+
offices worldwide.



01

The challenge

01

THE CHALLENGE

Syncing workplace and workforce strategies with business goals

The company's rapid growth has been driven by M&A activity, investment in R&D, and a comprehensive go-to-market strategy.

Revenues stand at more than \$3 billionⁱ and 89 of the top Fortune100 companies use OpenText solutions.ⁱⁱ

It's a company with a big mission and worldwide demand for its information management and cloud services.

The far-reaching effects of the pandemic on working practices have created demographic shifts and an urgent need for dispersed teams to collaborate. OpenText is tackling industry-wide challenges which include attracting and retaining talent and skills, effectively implementing remote and hybrid working, and meeting employees' expectations around wellbeing, inclusion, and purposeful work. To do this, OpenText needed to redefine its workplace strategy and revisit the purpose of its locations, both physical and virtual.

In a post-pandemic world, leaders and managers have critical roles in workforce transformation. For OpenText, the focus is upskilling and reskilling its people to be ready for the evolving nature of work and its changing demands. These challenges strongly link to the company mantra: 'talent first, location second' and a workforce strategy that targets new pools of tech talent.

ⁱ Source: <https://www.opentext.co.uk/about>

ⁱⁱ Source: Investor Day presentation, p 11, [https://s23.g4cdn.com/197378439/files/doc_presentation/2021/03/OpenText-2021-Investor-Day-Presentation\(1\).pdf](https://s23.g4cdn.com/197378439/files/doc_presentation/2021/03/OpenText-2021-Investor-Day-Presentation(1).pdf)

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“It’s the people at OpenText that make the difference. It’s fun to work with high-performing teams that operate with high integrity.”

Staci Coddington,
Senior Director Talent Acquisition at OpenText

02

The solution



02

THE SOLUTION

Finding the top tech talent in non-obvious places

OpenText partnered with Korn Ferry to build a talent-driven location strategy. Using the analytical power of Intelligence Cloud, OpenText can align talent and skills with business goals. The platform's data-led insights draw on Korn Ferry's expertise and proprietary data, plus OpenText's internal HRIS data, and multiple sources of external labor market data.

Our first step was a Talent Availability Analysis to help OpenText identify and assess the size and potential of labor pools. The focus was engineering and sales roles—in-demand skills in hard-to-find and lesser-known locations. And in the markets where it operates, the company needs to understand how to maximize its talent acquisition strategy and tactics. OpenText also wants to use these insights to inform potential talent expansion strategies in other locations. For example, how hybrid and remote working could increase its appeal and help it compete better in job markets further afield.

A proven way to deal with attrition in the global tech talent market is through attraction.

So, our consulting expertise combined with Intelligence Cloud insights helped OpenText improve its employee value proposition. This is enabling the company to mobilize, grow, and develop internal talent while retaining people in roles that are mission critical.

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“As we pursue our Future of Work strategy, OpenText is adopting an increasingly distributed workforce. We recognize that “how we work”, not just “where we work” is critically important to achieving our purpose. Putting talent first, regardless of location, is allowing us the flexibility to hire the talent needed to drive innovation and deliver value to our customers.”

Susan Hailey, VP, Global Talent Acquisition
& Equity, Diversity & Inclusion at OpenText

03

Market insights



03

MARKET INSIGHTS

Mapping the tech talent locations that matter most

By analyzing labor pools and mapping job markets near the company's offices, we identified not-to-miss locations. Each was given a talent acquisition ranking based on its potential:

- Size, diversity, and availability of technology talent
- Demographics, major industry, and biggest employers
- Quality-of-life factors that attract skilled talent to the location.

Our initial availability analysis provided a snapshot view of three types of talent markets:

- **Elite:** well-established, vast, and highly experienced tech talent pools often with elite and niche skillsets. Locations include California, China, and India.
- **Ready now:** growing tech talent pools often fed by leading colleges and universities. Locations include Texas, the Netherlands, and Singapore.
- **Up and coming:** fast-growing pools of tech talent with favorable demographic shifts. Locations include Portugal and Sao Paulo.

To build a comprehensive picture, we carried out detailed analysis to identify the top priority tech talent markets. With Intelligence Cloud capabilities, we can combine quantitative and qualitative data to build a holistic view.

The location factors the Intelligence Cloud can analyze include talent migration patterns, proximity to universities, talent turnover/churn, plus 'livability' variables like weather, local regulations, political climate and stability, and technology infrastructure.

04

The results



04

THE RESULTS

A talent blueprint with actionable insights

OpenText has a truly global outlook and ambition when it comes to talent and skills. Now, it can confidently adapt its workplace strategy by knowing where to open future tech talent hubs and how to invest in existing locations. And the company's talent decisions are based on.

We delivered actionable insights built on evidence including competitive intelligence, strategic differentiation, and analysis of emerging tech talent trends.



The benefits are wider than the original scope of adapting workplace and workforce strategy during the pandemic. The guidance from our Intelligence Cloud analytics platform continues to inform a variety of short and long-term initiatives which include:



Enhancing talent sourcing, acquisition, and onboarding strategies to reinforce OpenText as a leading employer in its top priority locations.



Informing investment in technologies that bring the workforce closer together with a focus on wellbeing and optimizing remote working and collaboration.



Refining the talent brand and employee value proposition to help the company attract and retain top talent.



Designing career paths that drive global talent mobility and maximizing its internal marketplace to help it close talent and skills gaps.



Refreshing its global remote working model to widen its talent and skills reach.



Evolving its real-estate plans and workplace strategy to prepare for the future of work.

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“Armed with the insights from the Talent Availability Analysis Korn Ferry provided, we’ve successfully increased hiring and onboarding of new and diverse talent across the locations we’ve prioritized. With a refreshed global workforce strategy and EVP, we’re focused on achieving a “Great Attraction” of talent to OpenText.”

Susan Hailey, VP, Global Talent Acquisition
& Equity, Diversity & Inclusion at OpenText



Korn Ferry is a global organizational consulting firm. We work with our clients to design optimal organization structures, roles, and responsibilities. We help them hire the right people and advise them on how to reward and motivate their workforce while developing professionals as they navigate and advance their careers. Our 7,000 experts in more than 50 countries deliver on five core areas: Organization Strategy, Assessment and Succession, Talent Acquisition, Leadership Development, and Total Rewards.