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# Beyond efficiency: building a broader business case for HR self-service
## An analysis of the benefits and challenges of implementing employee/manager self-service

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### Executive Summary

This Briefing Paper explores the business case for investing in employee and manager self-service, from the widely-anticipated efficiency gains for HR functions, line managers and individual employees to the broader business benefits that come from better access to information. It also addresses the challenges organisations face as they attempt to roll out self-service. In particular, it argues that:

- While the business case for investing in self-service typically centres on cutting administrative costs and improving process efficiency, the focus is also starting to fall on the broader people management benefits, from improving performance and absence management to broadening access to training. These benefits also include improved information management, impacting everything from operational efficiency to long-term trend analysis

- The argument that automation frees up HR to do more value-added work is borne out by practitioners' experiences. By reducing the administrative burden on HR, organisations have been able to free up their HR functions to focus on more proactive people management initiatives (*see Part Four*)

- Not all cost savings derived from self-service will drop to the bottom line. For example, introducing self-service may raise the bar in terms of HR service level expectations, so some savings may be consumed in meeting new quality demands

- Self-service capability now extends beyond the HR function, employees and managers to incorporate external stakeholders, including job applicants. The ability to enter job application data online – and ultimately track the progress of applications – is a key differentiator in the race to secure talent

- Self-service capability is also beginning to play an important role in organisations' ability to introduce flexible working, not least by providing access to central HR systems for remote workers. Tying employees into central systems plays an important part in keeping them connected to the organisation, both in practical terms and perception

- The business case for self-service rests in part on a credible "guarantee" of high user adoption levels, so the rollout plan must focus on the functionality that's most likely to encourage take-up among employees and managers. As with most HR IT projects, organisations are usually advised to take a phased approach to implementing self-service, piloting projects to secure employee buy-in and focusing first on tackling the biggest pain points and generating the biggest wins

- The cost of self-service will be influenced by a number of factors in addition to the software licence fee, including ease of implementation and ongoing maintenance and support fees. It's important to calculate the true cost of ownership when making selection decisions

## <u>Introduction: From Novelty to Normality</u>

Take-up of HR self-service may remain patchy across the private and public sectors, but there's little doubt that the concept has now won widespread acceptance. Compared to just a few years ago, when early pioneers could expect to encounter resistance both from inside the HR function and among line managers and employees, today's self-service projects tend to be less fraught with political and cultural opposition. The change management challenges are still significant – after all, self-service fundamentally transforms roles – and some of the core technology is still relatively new. But the adoption cycle has shifted from early pioneers to mainstream business practice.

In some respects, this shift reflects broader acceptance of the principles of self-service in the consumer and business-to-business environments. Most internet users are familiar with web-based customer service applications, ranging from sites that answer 'frequently asked questions' (FAQs) about your telephone bill or PC problems, to more sophisticated websites that offer live online 'chat' with a service agent through instant messaging. As an alternative to calling a service centre, navigating through an automated voice directory and listening to hold music while you wait for an agent, customer self-service has a lot going for it.

The same benefits have now become apparent in the HR field. At its most basic, the aim of self-service is to remove one or more layers of administrative HR bureaucracy, primarily by allowing employees and managers access to systems that were once the preserve of the HR function. Instead of filling in a paper form or Word document to change their bank details or home address, employees can enter their own information through secure online access. No rekeying is required, which cuts down HR administrative overhead and also reduces the potential for errors.

Some of the early resistance to self-service was based on the fear that HR was using it to push its administrative burden onto line managers and employees. Today, however, many employees simply expect to be able to interact online. For 'Generation Y', brought up in a world of social networking and 24-hour online banking, the idea of filling in paper-based forms to change their address or waiting days to get sight of a past-month payslip is simply arcane.

As acceptance of the concept has grown, so the capability of HR systems has increased, and self-service applications now cover a wide range of functions. Some of these are informational – allowing employees to check their outstanding vacation days, check their benefit entitlements, or access and print-out their payslips. Others are more interactive. Many self-service applications allow employees to sign up for training courses, for example, and then direct the request to their manager for approval through pre-defined workflows. Some self-service applications also allow employees with cafeteria-style benefits to carry out 'What if?' analysis to assess potential changes in circumstance and model the most beneficial set-ups.

As the concept of self-service spreads, it becomes embedded in the way that organisations carry out their day-to-day activities. Self-service functionality in recruitment applications allows line managers to check on the number of applicant responses and chart the progress of individual candidates through the interview process. Likewise, managers can input summary information and action points from performance reviews via self-service, triggering follow-up actions (such as training requests) and providing a central information pool where they, their employees and HR can check on progress. At this point, self-service is no longer an HR application – it's a mechanism for more effective people management and a tool for generating workforce intelligence.

# Part One: Cost and Service Quality

While the potential benefits of HR self-service expand into core people management disciplines such as recruitment, absence management and training, most business cases start (and often end) with the basics – cost reduction.

In broad terms, the cost savings come from several different sources, including:

- Eliminating rekeying of data, which cuts HR data processing time. Traditional HR set-ups require data to be transferred from paper or electronic documents into the core HR management system. This step is eradicated by allowing employees to enter data direct
- Cutting administrative time spent on error correction, again by eliminating rekeying. There's an assumption with self-service that employees will take greater care inputting personal data such as bank account details than an overworked HR administrator. In fact, self-service data entry is an effective way of improving data quality – rather than attempting to clean up the HR database prior to introducing self-service, organisations are usually better served by allowing employees to amend their own information
- Streamlining and standardising processes. Because paper-based processes are inherently inefficient, many departments evolve their own ways of gathering basic HR information such as absence or holiday data. Self-service gives organisations an opportunity to standardise on best practice and ensure data consistency
- Replacing the volume of support calls handled by HR by providing access to information online

There are, however, some important caveats when it comes to assessing these cost savings. Firstly, additional costs may be incurred during the transition to self-service. For example, encouraging employees to use the Web rather than call HR or a contact centre can be a prolonged process. In many cases, it may make sense in the short-term for HR employees to spend *more* time than normal with a caller walking them through the website capabilities, as this will reduce the volume of calls in the long-term.

Secondly, the business case needs to take account of the infrastructure requirements to cater for employees who don't have easy online access – an issue that affects a range of roles including field service agents, sales assistants in retail stores and shop-floor workers in manufacturing plants. There are usually practical solutions to these kinds of issues, especially as self-service access is rarely time-sensitive. Some organisations use shared PCs in break rooms or staff cafes, for example, or standalone "kiosks". While it's essential from a political and cultural perspective to be inclusive in providing access to self-service, many of these challenges are becoming less and less problematic as home-based access to the internet becomes more pervasive.

Thirdly, while employee self-service typically reduces HR administrative workload, it doesn't always translate into headcount reductions. In some cases, HR teams are simply overloaded prior to the introduction of self-service, and reducing their administrative work really only frees them up to do tasks that are currently being ignored. In addition, some organisations choose to retrain HR

administrators to carry out more value-adding roles wherever possible, a transition that has cost implications in its own right.

Finally, expectations of service quality among employees and line managers are likely to increase as self-service starts to improve HR service quality. While there may be an assumption within HR, and across the broader business, that this is a positive trend, it's important to bear in mind that service improvement in its own right is not a strategic goal: the real objective is to deliver improvements that benefit the business.

Customer service is a good analogy. While it's generally assumed that better customer service will translate into additional revenue, the link can't always be guaranteed – investing in additional call centre agents to cut call waiting times from 40 to 20 seconds, for example, won't necessarily make a customer any more loyal. Likewise, giving employees access to their pay history online is unlikely to improve retention in its own right. There may well be an impact in terms of reduced call volume for the HR function – but that's an efficiency rather than service quality argument.

Service improvements, therefore, typically need to be assessed in the context of their broader impact – whether that's reducing opportunity cost by cutting the amount of time sales managers spend in recruitment administration, or improving talent acquisition by making the online job application process smoother.

# Part Two: The People Management Perspective

While cost savings will always be a key component in building a business case for investment in HR self-service, the longer-term impact in streamlining and improving core people management disciplines can be just as significant. This is not simply a process management issue. One of the benefits of automating manual activities is that it generates data that can be used for a range of business intelligence needs, from day-to-day operational analysis to workforce business trends. Because self-service tends to improve data accuracy – by eliminating rekeying and putting data accuracy into the hands of the beneficiaries – it also improves the quality of the resulting analysis.

### 2.1 Recruitment
Implementing self-service in recruitment allows managers to track the progress of individual job applications, schedule interviews, and take a personal interest in the progress of top recruitment prospects. From a process point of view, the efficiency gains can be significant, both in minimising the amount of management time spent on recruitment and reducing the number of days to hire. In turn, this impacts:

- **Talent acquisition** The faster you can identify high-quality candidates and make job offers, the more likely you are to be able to snap up talent before a competitor
- **Productivity** The faster a vacancy is filled, the earlier you can start to make a new recruit productive

Self-service in recruitment also extends beyond managers and employees to prospective hires, providing a mechanism for candidates to submit job applications through an employer or third party website. As well as eliminating paper trails and reducing the number of steps in the recruitment process, this approach is also inherently more efficient in terms of information management – the

use of web-based forms allows HR to dictate the information it wants, rather than relying on whatever data candidates choose to put on their CVs. In some cases, self-service systems also allow candidates to track the progress of their application online as it goes through each step of the recruitment process, reducing the volume of follow-up calls and making the entire process more transparent.

## 2.2 Employee development and performance management

Training expenditure is often loosely managed within organisations, and HR self-service can make a significant difference in improving efficiency, not least by imposing controls on the authorisation process through automated workflows. But the potential benefits extend beyond process control.

To begin with, allowing employees and managers to browse training libraries and course outlines often improves the chances of matching real need to supply – one reason training budgets are often poorly spent is the difficulty of getting access to up-to-date information about relevant programmes. Similarly, self-service makes it easier to connect training administration to performance appraisals, helping to tie together two disciplines that are always closely associated in principle but often poorly connected in practice. Manual performance management systems tend to be front-loaded – a training request may be triggered after an appraisal, for example, but administrative delays and other work priorities mean that development programs are often not fully implemented. By logging appraisal data and supporting documentation online, it becomes much easier for both managers and employees to monitor follow-ups.

## 2.3 Absence management

At an administrative level, self-service applications make it much easier for employees and managers to log and monitor absence centrally. Generating accurate data – particularly on sickness – is critical in managing long-term absence and providing evidence for action in the case of abuse. It also provides data for trend analysis.

Some organisations use employee portals as a tool to manage absence, configuring systems so that employees see their own sickness and holiday data whenever they log in to check HR-related information. This serves as an incentive to use up vacation time – and an implicit warning that absence is being monitored.

## 2.4 A tool for flexible working

Flexible working is emerging as a key competitive differentiator in several industries, and as organisations broaden their search for talent, the ability to cater for part-time employees, home workers and demand for flexible hours will continue to grow.

While much of the focus on flexible working has been on the line management and cultural challenges, the IT implications are also far-reaching. Alongside the voice and data communications capability required to connect home and remote workers, there are significant benefits in enabling internet-based access to self-service HR applications – not least in ensuring that home workers enjoy the same employee benefits and information access as their office-based peers. The HR function has always played a central role in helping build a comfortable, attractive work environment for office-based employees: by staying connected to remote workers online, that role can be extended outside the office.

# Part Three: System Selection and Implemention

**3.1 Cost of ownership**
No business case for HR self-service is complete without analysing the outlay on the supporting IT systems. While much of the focus in IT implementations traditionally falls on the cost of the initial software licence, true cost of ownership spans the entire lifecycle of the product. It's important that all stakeholders – including HR, finance and IT – are involved in this element of the business planning, since implementation invariably involves some trade-offs.

Self-service capability is typically purchased as an add-on to an existing HR system or during a full-blown HRMS replacement cycle. The cost of ownership equation will therefore vary. Assuming it's implemented as part of a broader HRMS purchase, the true cost of ownership consists of a wide range of factors including:

- **Licence fee and annual maintenance costs** In addition to the upfront costs, most applications carry a maintenance fee of up to 20+ per cent per year to cover ongoing product enhancements
- **Implementation fees** The cost of installing a system and tailoring it to your specific work environment will be influenced by numerous factors, including:
    - How much you choose to change the system. Most organisations adapt new IT systems to the way they work – how much it costs to do so will depend in part on the way the system was designed. In particular, it's important to establish how much your needs can be met through configuration (e.g. changing fields and screens) rather than customisation, which involves changes to the underlying software code. Extensive customisation can be expensive and may complicate future upgrades
    - How much integration is required to connect to other systems, both within HR and in other business functions
- **Training** The cost of training is routinely underestimated in IT implementations. Worse, training is often the first item to be cut when budgets come under pressure – which is usually a false economy, given how significantly training influences user adoption. Where self-service systems offer access through a browser-style interface, the user training requirements will be significantly reduced
- **Support** The cost of support provided by both IT and HR should be factored in throughout the implementation and beyond

**3.2 Phased rollouts**
The 'Big Bang' philosophy towards IT rollouts, widely favoured in the 1990s, has gone out of fashion in recent years, and most organisations today prefer to take a phased approach. For one thing, this allows them to pilot new systems among a small group of users and iron out any technical problems early on, particularly in terms of usability. Just as important, it lets them prioritise, focusing on tackling key pain points within the organisation or on capability that will deliver the most tangible short-term benefits.

Prioritising investment on the basis of direct cost-savings isn't always easy, especially as people management processes cross multiple company departments and it's hard to establish how much

resource is being consumed in non-HR functions. But in-house research often helps. Options include:

- Surveys of the HR, payroll, and training functions, as well as line managers, to find the biggest pain points in their people management processes. Identifying the most unpopular process bottlenecks doesn't just help establish a business case for investment – it will also help generate buy-in from executives, which is a big factor in the success of any IT rollout
- Resource analysis. Which transactional activities take up most time in the HR function during a "normal" week? Which are the easiest to automate?
- Support query analysis. What are the top ten most common enquiries, and which of them take up most of HR's time? How many of them could be solved simply by posting "Frequently Asked Questions" on the intranet?

**3.3 Securing user adoption**

One of the most common causes of failed IT implementations – across the whole IT sector, not just in HR – is lack of buy-in from stakeholders, whether senior executives or line managers and employees. This is a particular risk for self-service, where the whole rationale behind implementation is to reach out beyond the HR function and encourage participation at every level of the organisation.

There are a number of well-established techniques to encourage adoption, including:
- Involving representatives from relevant parts of the organisation. Self-service projects shouldn't get bogged down in lengthy consultations, but building an inclusive steering committee from the design phase onwards helps broaden buy-in and gives a voice to all constituencies
- Harnessing critical users and enthusiasts at the start of the project and letting them shape the project. These "power users" play a big role in evangelising the concept and assisting in the physical rollout
- Focusing on the people who matter most in a change management process, not those with the loudest voices. Michael Hammer, the management consultant most famous for developing the concept of business re-engineering, argues that in any change management project 20 per cent of people will be enthusiastic, 20 per cent will fight it and 60 per cent will be undecided. Most companies focus on the 20 per cent who resist it – but the battle is really won among the 60 per cent who can be swayed either way
- Carrying out usability testing
- Generating quick wins that bring tangible benefits to end-users and senior management as well as the HR or finance department. Providing online payslips and encouraging employees to post emergency contact information online are both effective ways of encouraging adoption

The order in which self-service applications are implemented can also be important. Allowing employees to change their name and address is relatively simple, but it's also relatively low-value, since employees move house so infrequently. Distributing payslips online, by contrast, is a relatively simple one-way transmission process, yet it has tangible benefits all round. Employees usually receive their pay information earlier, which allows errors to be corrected sooner (something that's also important to Finance). From the organisation's perspective, online payslips reduce print

and distribution costs and are an effective means of encouraging employees to use the self-service systems.

It's also important to bear in mind that different employees have different priorities. Speed and process efficiency will appeal to some, particularly in areas such as faster error correction in payroll or quicker approval of training course enrolment, while others will appreciate 24x7 access to their compensation history or benefits so they can study their options from home. These different drivers need to be aggregated and weighted. Organisations that conduct extensive surveys of their workforce prior to rollout are often surprised by the findings, so this kind of preparation may deliver results in the long-term.

Finally, while these issues are important in securing buy-in, organisations should also prepare themselves for the opposite reaction – overwhelming enthusiasm. Many self-service adopters have found that once employees and line managers begin to see tangible benefits in one area, demand for new services rapidly escalates faster than they can be delivered.

# Part Four: Case Studies

### 4.1 KCOM Group PLC

With so much emphasis on improving data accuracy and information access, it's not surprising that the first phase of an HR self-service project tends to be about relatively mundane benefits – the ability to update personal data, for example, or to book holidays online. But these transactions only tell part of the story. Providing employees with better information is also about empowerment, a way of helping people take more control over their career development – the difference between being told what training to go on, for example, and finding out for yourself which courses best suit your current needs and career development plans. Just as important, improving data accuracy has significant implications for senior management, ultimately enabling HR teams to provide better quality information about their human capital to support top-level decision-making.

For Jason Boyle, director of HR operations at KCOM Group PLC, the last two benefits have become increasingly significant as a recent self-service implementation beds down. Spanning a range of activities from flexible benefits management to e-learning and recruitment, the company has been rolling out new online capabilities since the summer of 2005, shortly after Boyle joined. What began as an exercise in basic data gathering is now moving into more strategic people management.

Set up in Hull in 1904 to help build a local telephone service and owned for over 95 years by the local authority, KCOM Group is now a publicly-quoted communications provider to businesses, public sector organisations and selected consumers across the UK. With 2600 employees, it's grown both organically and through acquisition, bringing a diversity of cultures and operational styles into the organisation.

Historically, the company consisted of several standalone operations, but as the businesses were converged under what was then the Kingston Communications banner, it established a central HR service centre. It also set about building a common employee database in an effort to improve data accuracy. A few months after joining, Boyle took the reorganisation a step further, bringing together the core service centre with the HR operational specialists that had previously been aligned to

different business units. He also stepped up the company's efforts to improve data management by getting managers and employees to do more data entry themselves, using the self-service component of Ciphr, an HR management system supplied by Computers In Personnel.

Rather than trying to implement change across the board in one go, the self-service functionality was piloted through one division, a 100-strong sales-oriented business with a leadership that was switched onto technology. "It was part of the organisation that we knew would probably grab self-service very quickly," says Boyle. "If that happened, they would be able to endorse what we were doing, sell the benefits and be evangelical. Then demand would start to improve by itself."

After the initial pilot, user buy-in grew steadily, particularly when the Ciphr Net system was connected to the company intranet. "Once a small part of the company could see the benefits, it became a natural progression," says Boyle. "People started to know about it, and started to ask more questions, and it became a lot easier to roll it out across the rest of the group."

From a project management perspective, Boyle says it was the cultural rather than technical issues that mattered in these early stages of the rollout. "There were no real technical issues as such, but there was always going to be cultural change. We spent a lot of time out and about with managers and their teams, doing workshops, trying to understand what they were doing and what the system could do for them."

To begin with, those benefits were largely transactional and information based – the classic self-service capabilities that allow employees to use the system for administrative tasks such as booking holidays and changing their address. But this has since expanded to include more advanced HR interactions. Employees can now access the flexible benefits programme on their own; recruitment functionality is being implemented; and performance management functionality has been piloted and is now going live, allowing the HR team to oversee the appraisal process and check on the distribution of individual performance scores.

More recently, KCOM Group has been rolling out e-learning functionality as part of a broader blended learning strategy that combines traditional training techniques with online capability. As well as compliance issues – online learning systems provide a means to track which employees have completed which training – this gives employees greater flexibility to manage their own development programmes. "We're making sure people have access to a lot more online than they previously had," says Boyle. "So they can take on more responsibility themselves for a range of issues including learning and development. Traditionally, their managers identified relevant training courses – now, we're saying it's a joint responsibility, and they should be able to go online and do it themselves."

These benefits have bounced back to HR itself: the introduction of self-service has allowed KCOM Group to cut its HR overhead, and the planned headcount of 37 this year is considerably less than a few years ago. Headcount is now stable: with the business growing, KCOM Group's aim is to be able to do more with the same number of people.

The benefits are also rolling up to the top of the organisation as improved data management allows the company to ramp up the quality of its reporting. The type of management information provided is moving from descriptive to 'so what?' analysis: instead of simply providing attrition rates, for example, Boyle's team can now slice up data according to a range of indicators such as location,

department, grade, length of service, age and other demographics, which provides greater depth of content.

"Our ability to provide management information across the board has been enhanced," says Boyle. "The CEO now has far more real, tangible data to help make decisions."

### 4.2 Yes Telecom

There's no hard and fast rule dictating when growing companies should start investing in serious people management technology. But with a headcount of 100 employees, an HR team of five people and ambitious plans to expand, Yes Telecom was stretching its manual systems to the limit in 2006.

Founded in 2000 and now a wholly-owned subsidiary of Vodafone, Yes Telecom boasts over 100,000 business-to-business customers for its mobile and fixed line communications services. Operating as an autonomous unit from its giant parent company, it's seen rapid growth, with headcount climbing from 100 to 160 in the last eighteen months alone. From a people management perspective, however, that growth has brought a number of challenges.

Until the autumn of 2006, most of the company's HR administration was based around a combination of paper-based systems, spreadsheets and Word documents. The paper systems were inherently inefficient – holiday forms were occasionally lost, for example, which made it all but impossible to track employee entitlements with total confidence about the accuracy of the data. And the spreadsheets had their own limitations. "As we were growing in size, we required more and more reporting capability," says HR officer Mellissa Wong. "We were having to rely on the Operations department to help us create complicated formulas to report on basic stuff like sickness absence. And HR personnel were spending lots of time managing, collating and maintaining data."

Those administrative inefficiencies caused a number of problems for the business. Absence data, for example, had to be entered into one central spreadsheet by every line manager. But because it wasn't designed for multi-use, as soon as one person started amending the spreadsheet everyone else had a 'read-only' view – and if there was a problem with a formula, the whole system could crash. Generating custom reports from spreadsheets can also be tricky – if managers wanted details of all new recruits joining within a certain timeframe, for example, Wong would have to manually search through every start date.

Those difficulties alone would have been enough to encourage the company to consider investing in an HR Management System (HRMS), but the balance was tipped in April 2006 when it started subscribing to a benefits service from Thomsons Online Benefits. The service, which was introduced as an incentive for both retention and recruitment purposes, gives employees greater personal control over their benefits, including flexibility to change their pension contributions and the ability to select other features such as childcare vouchers. The new service raised awareness among employees and managers about the potential of internet-based HR systems, helping persuade the company to go to tender for an HRMS.

Computers In Personnel's Ciphr product was selected at the end of that process from a shortlist of five, and the core system, Ciphr People, was implemented at the end of 2006. Ciphr Net, the self-service application, was rolled out in January this year, followed by training and recruitment modules.

Wong says the initial self-service rollout was incident-free and relatively low-profile. "A lot of employees didn't know what to expect. We just informed them that there would be a new HR intranet system that would allow them, for example, to book holidays online. That was pretty much the only bit of information they got pre-training. Once they saw it was pretty user-friendly, there were no more concerns at that stage."

The system is used for a variety of administrative and business intelligence needs. At a basic level, employees can now enter their own personal data and update their bank records, saving HR administrative overhead and reducing the likelihood of errors. By the same token, managers can look up contact details for their own team members, rather than asking HR for information and waiting for information to be emailed. Removing paper forms has also improved efficiency and speed, and created an audit trail in case of future disputes.

From a talent management perspective, employees can log training requests online, which are automatically directed to their line managers for authorisation. They can also apply for internal vacancies through Ciphr Recruitment. And from a management perspective, reporting has improved significantly. Managers can now see a calendar view of absence to spot sickness trends, for example, helping them analyse how much time is being lost and where.

Just as important, automation has had a significant impact on efficiency and effectiveness within the HR function. The HR team remains at five people, yet with total employee headcount up 60 per cent, it's now supporting a far bigger workforce with the same level of resource. Significantly, the nature of its work has also changed, with the balance shifting away from administration to more proactive people management projects.

Inevitably, there were one or two teething problems in the rollout. While the system training for the HR team and employees went well, for example, the company hasn't been able to make the most of the specialist training it received on Ciphr Reports, a leading reporting tool that comes bundled with Ciphr. That's largely because of the big gap between the two-day crash course that the Yes Telecom HR team went through at the start of the year and the time when they started using the tools in earnest and wanted to amend the standard reports.

Going forward, Yes Telecom is also liaising with Computers In Personnel about enhancing the self-service system for performance management. The system allows managers to enter information about one-to-one performance reviews through web-based forms – Yes Telecom's managers, however, are used to typing up notes in custom-built Word-based templates. In the short-term, managers continue to use the templates, but future enhancements to the Ciphr Net system this autumn will allow users to attach and post documents.

Those issues aside, overall feedback on the new self-service capability is strong. "In the general workforce, overall it's been very positively received," says Wong. "We've had feedback from new starters who've joined from bigger companies, and they're very impressed with what it does compared to their previous employer."

# End Notes

**About the Authors**

Webster Buchanan Research is a market research company specialising in effective business management and the supporting role of technology. Our primary focus is on People Management, Customer Relationship Management, and Financial Management. Webster Buchanan is based in London, San Francisco, and Hong Kong. For more information and copies of recent research reports, visit www.websterb.com.

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