



CASE STUDY

Accelerating Employee Performance Through the Gamification of Onboarding

Kenexa®

"Fox MC delivered key insights and creative ideas that resonated with our vision for RPO. We will make significant investments in direct pursuit of recommendations proposed by the team."

- Rudy Karsan, Chairman & Chief Executive Officer

Client Profile

Kenexa, global human resources service provider that was founded in 1987, offers a broad array of content, technology, and services that address strategy, program design, and implementation. The firm has over 2,500 employees, earns over \$290 million in revenue, and maintains over thirty locations in twenty one countries. With technologies and solutions that span talent acquisition, talent management, and compensation management, Kenexa's Recruitment Process Outsourcing (RPO) business represents approximately \$70 million of its annual revenue and employs almost half of Kenexa's employees.

The Project

Kenexa engaged Fox Management Consulting (Fox MC) to explore the potential opportunity to expand its RPO offering with an onboarding service that would enable the company to differentiate its RPO product in the marketplace.

Recommendations

Fox MC designed a proactive onboarding framework that identified key tasks for new hires to complete in order to accelerate performance, reduce turnover, and increase employee engagement. Research showed that employers are not predisposed to outsourcing most critical onboarding tasks. A service-driven onboarding offering, while viewed as valuable by employers, would require significant customization and high touch interaction and therefore would not make economic sense for Kenexa.

As an alternative, Fox MC recommended that Kenexa offer its clients an onboarding game that motivates employees to complete tasks that would traditionally be part of a corporate onboarding program.

Results

Following the project, Kenexa has decided to invest in the launch of an onboarding game to offer to its existing RPO clients.