



Authored by:
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2021 CONVERSATIONAL AI REPORT:

HOW INTELLIGENT ASSISTANTS ARE
RESHAPING THE HIRING PROCESS

This report was sponsored by **PARADOX™**



INTRODUCTION

In 2020, Aptitude Research published a comprehensive study on conversational AI to understand key drivers, highlight differentiators, and outline the business impact of these solutions. One year later, the talent acquisition landscape has significantly changed. Companies are feeling intense pressure to improve efficiencies, identify quality hires, reduce bias, and humanize the overall experience for both recruiters and candidates. As companies look closely at talent acquisition technology to help lift the administrative burden of recruiting teams and engage with candidates in a more meaningful way, conversational AI checks every box. Aptitude Research found that one in two enterprise companies are investing or planning to invest in conversational AI this year (an increase from just seven percent in 2019).

Unlike other areas of TA tech, conversational AI offers value on day one. Aptitude Research found that companies leveraging these solutions are three times more likely to fill positions in 30 days and two times more likely to improve the candidate experience. It also cuts the amount of time spent on recruiting administrative tasks in half, greatly improving the recruiter and hiring manager experience.

But as the demand increases, so does the confusion around who is offering capabilities, what companies need to consider, and how to actually use conversational AI in practice. The terms chatbots and conversational AI are used interchangeably, diminishing the value of intelligent conversations and contextual learning. Recent acquisitions and an influx of misinformation has required companies to look at the dynamics and trends shaping this market with a critical eye.

Conversational AI is not as complex or complicated as organizations may think. It is already an integrated part of the consumer experience and personal lives through assistants like Siri, Alexa, and others. It offers the same value and assistance to talent acquisition. The goal of this report is to provide clarity around conversational AI and the impact it has on the future of talent acquisition.

THIS REPORT WILL HELP TO ANSWER THE FOLLOWING QUESTIONS:

- | | |
|----|--|
| 01 | How has investment in conversational AI changed during the past year? |
| 02 | What are the misconceptions around conversational AI? |
| 03 | What problems does conversational AI help solve in talent acquisition? |
| 04 | What type of companies see value in these solutions? |
| 05 | How are companies using conversational AI today? |
| 06 | What use cases should companies consider? |

Research Methodology

Quantitative Research: 426 responses of talent acquisition and HR director level and above

Qualitative Research: Series of interviews in 2021 on the challenges, strategies, and technology influencing decisions around conversational AI.



TOP FINDINGS

1 Conversational AI Is Not a Point Solution:

Companies are still learning the value that conversational AI brings to talent acquisition. Companies that have leveraged these solutions to improve the application or screening processes are already recognizing the impact it can have on areas such as interviewing, onboarding, and internal mobility. Conversational AI is shifting from a quick-fix, point solution to a critical component in an end-to-end talent acquisition strategy. Conversational AI, unlike chatbots, is not a point solution. The more companies adopt these solutions, the more they recognize the potential throughout talent acquisition, and see advancements in use cases.

2 Conversational AI Is Already Prevalent in Everyday Lives:

Companies often think that candidates do not want to engage with conversational AI. The reality is that individuals are very familiar with conversational AI in their consumer and personal lives. Siri, Alexa, and other assistants help individuals get answers and guidance, and have become a part of daily life. Similar assistance plays a critical role in talent acquisition, offering candidates a “support team” as they go through various stages of their journey.

3 The ATS and CRM Markets Can't Compete:

Despite several acquisitions and ongoing discussions about conversational AI in the ATS or CRM solutions, only 30% of companies are looking at their existing providers for conversational AI capabilities. Many ATS and CRM providers partner with conversational AI providers even when they have their own capabilities. Conversational AI requires deep domain expertise and a commitment to continuing to innovate and enhance the capabilities and intelligence offered.

4

Conversational AI Is Not a Chatbot:

The 2020 Aptitude Research report outlined the differences between conversational AI and chatbots. But, the confusion around the two still persists today. Companies quickly understand the difference when they implement these solutions, but do not always see it during the evaluation phase. According to Aptitude Research, 84% of companies want more than a basic chatbot to support their talent acquisition efforts. Companies are requiring conversational AI solutions that understand the context around recruiting processes versus basic UI changes from chatbots. They are looking for an intelligent assistant to help both their teams and candidates.



5

Conversational AI Is Completely Transforming High-Volume Recruiting:

Conversational AI is becoming the standard in high-volume recruitment. Currently, 65% of companies have some high-volume recruitment needs that include hourly, gig, volume of hires, and number of applicants. Conversational AI gives these companies a competitive advantage, helping them to compete for talent, fill positions quickly, and improve quality of hire. Companies utilizing conversational AI are automating 90-95% of process, screening and scheduling in under three minutes, and hiring in two days.

6

Recruiters in Professional Hiring Also See Massive Benefits:

Recruiters are bogged down every day with repetitive tasks that keep them from doing the work they enjoy and the work that impacts the business the most – finding and meeting with more talented people. Companies in centralized, professional recruiting organizations state that 72% of recruiters are more likely to stay at their current job with the use of conversational AI, largely because time spent on repetitive administrative tasks is reduced by 50%.

7

The Audience for Conversational AI Is Expanding to Employees:

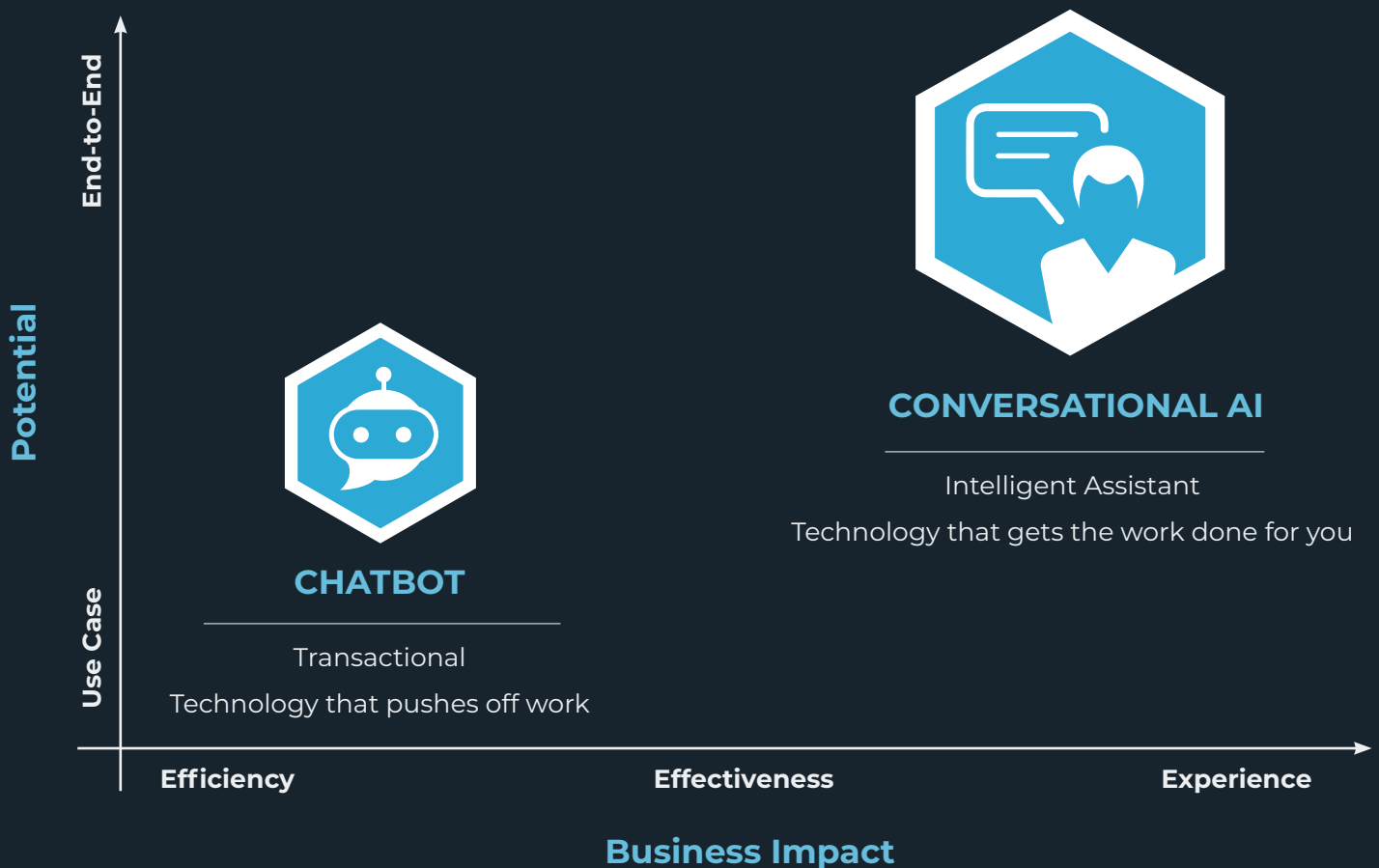
Most companies are familiar with the use of conversational AI to support sourcing, apply, and interview scheduling. But, the interest in this solution for onboarding and internal mobility has increased this year. **Conversational AI is not only candidate-centric, it is people-centric.** Nineteen percent (19%) of companies using conversational AI are leveraging these solutions in the new hire process and 12% in internal mobility. Remote recruiting is the primary driver for the increased demand in these areas. Most companies rely on their HRMS or ATS for onboarding capabilities, and while these solutions include workflows and forms compliance, they do little to enhance the new hire experience.

THE EVOLUTION OF CONVERSATIONAL AI: AN ASSISTANT, NOT A BOT

A conversation, by definition, is an informal talk between two or more people in which news and ideas are exchanged. Intelligent conversations empower those informal talks with the ability to understand and learn things quickly. Intelligent conversations are insightful, meaningful, and relevant for both parties. In talent acquisition, they provide candidates and recruiting teams with an opportunity to connect in an informal and immediate way. Conversations break down barriers and invite real connections and interactions.

This definition is at the heart of the evolution of conversational AI. Too often, companies confuse chatbots with conversational AI, diminishing the value the latter provides in talent acquisition. Chatbots solve efficiency for one specific use case (typically sourcing or apply), shifting the communication and responsibility from an employer to chatbot. Conversational AI, on the other hand, supports strategic talent acquisition, strengthening the relationship between employer and candidate. Communication is not shifted away from employers – it is encouraged and strengthened. With conversational AI, companies are better able to support end-to-end talent acquisition and see strategic outcomes beyond efficiency (see Figure 1).

Figure 1: *Evolution of Conversational AI*



It is worth revisiting the difference between chatbots and conversational AI, which were outlined in the 2020 Aptitude Research report.

At a basic level, chatbots are transactional and offer a single-turn response that might include a list of available jobs or loaded FAQs. Chatbots are primarily natural-language text using rules that encourage canned interactions. They have predefined workflows that do not allow for personal communication. A chatbot engages a candidate by asking specific questions and responding through text. For example, it might ask a candidate for a zip code and then provide information on locations nearby. Chatbots cover the basic questions in real-time, and most candidates will have a similar experience with a similar interaction.

Conversational AI, on the other hand, enhances the personal, human side of talent acquisition. It is an intelligent assistant. Conversational AI uses omnichannel communication to engage with candidates in a more meaningful way. This communication reaches candidates where they are most comfortable, including text, messaging platforms, and voice. Conversational AI is a solution that learns and becomes smarter the more companies use it. It takes the history of text or voice to improve the way it interacts with candidates. Figure 2 shows the different characteristics between chatbots and conversational AI.

Figure 2: *Conversational AI vs. Chatbot*

	CHATBOT	CONVERSATIONAL AI
24/7 Support: Real-time support and responses at every hour of the day		
Natural-Language Processing: Computers processing large amounts of natural-language text		
Omnichannel Communication: Communication through voice, text, video, messaging, etc.		
Contextual Learning: Solution that gets smarter over time		
Deep Learning: AI based on neural networks that can analyze structured and unstructured data		
End-to-End Talent Acquisition Experience		
Keyword Learning: Learning only based on specific keywords		
Candidate Facing		
Recruiter and Hiring Manager Facing		



How can I help you?

What is the status of my application?



Please type "Search Jobs", "Apply for Jobs", "Schedule an Interview"

I want to check the status of my application. I already applied.



Please type "Search Jobs", "Apply for Jobs", "Schedule an Interview"

CHATBOT

CONVERSATIONAL AI



How can I help you today?

What is the status of my application?



What is your first and last name?

Jan Smith



Good to see you again, Jan! I want to be sure I give you the right information. Can you give me your phone number, Jan?

Sure, it's 555-555-5555



Thanks, I just texted you a code for security reasons. If you need help with it, just let me know.



Great - so it looks like you applied to our Customer Success role and had an interview with Mike last week. The team is still gathering feedback, which is a process that typically takes 2-4 days. I will send you a text as soon as there is a status update if you're up for it.

Oh, that would be awesome. Can I contact you if I don't hear anything in a few days?

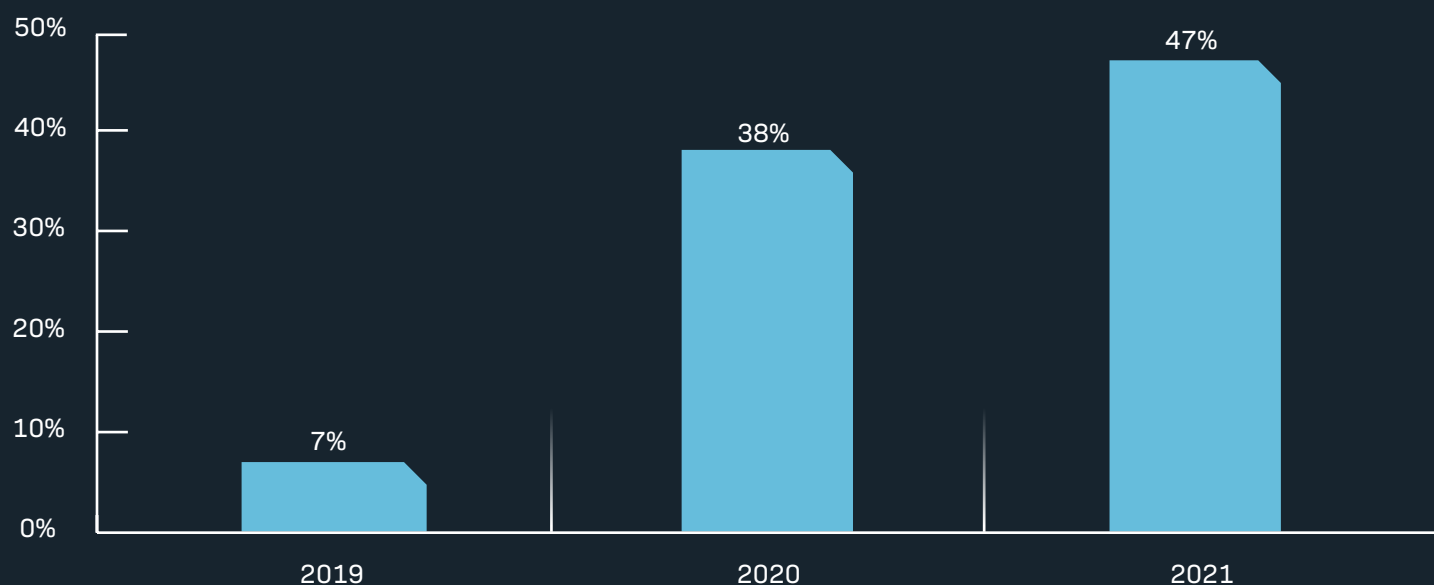


Absolutely. If you don't hear from me soon, let me know and we'll get you connected back with Mike or another member of the team! 😊

THE CURRENT STATE OF CONVERSATIONAL AI

No longer an emerging category of TA tech, conversational AI is a critical part of the tech stack for enterprise organizations. Over the past year, companies have increased their investment in conversational AI, as well as the adoption across multiple areas of talent acquisition. In 2019, seven percent of companies were investing or planning to invest in conversational AI. In 2021, the number skyrocketed, with 47% of companies looking more closely at this market.

Figure 3: *Enterprise Companies Investment in Conversational AI*



ROADBLOCKS FOR CONVERSATIONAL AI: DEBUNKING THE MYTHS

Despite increased investment, some basic misconceptions still exist around conversational AI. Some companies fear losing control or negatively impacting the candidate experience. When asked about the roadblocks when investing in these solutions, the top reasons cited included preferences for human interaction, belief that conversational AI only benefits high-volume roles, and the expectations of candidates (see Figure 4).

Figure 4: *Roadblocks for Investing in Conversational AI*





MISCONCEPTION 1:

Only humans should communicate with candidates.

The greatest misconception around conversational AI is that it removes the human element of recruitment. In reality, it enhances it. Most recruiters and hiring managers are overwhelmed with administrative tasks and find it challenging to review applications. They do not have time to respond in a personal and meaningful way to every candidate. On top of solidifying and scaling high-touch responses, conversational AI only gets smarter with use to understand how to engage candidates with relevant information. It gives every candidate an opportunity to communicate with an employer in a fair and human way.



MISCONCEPTION 2:

It only works for high-volume.

Conversational AI has completely transformed high-volume recruiting, helping companies compete for talent, improve efficiency, and engage with talent 24/7. But, conversational AI is also helping to transform professional hiring as well. This report found an uptick in the number of companies in industries such as financial services, professional services, and technology that are investing in conversational AI. The myth that these solutions only support high-volume has been disproved, with specific, albeit different, use cases for recruiter-led, centralized talent acquisition. One in three companies with a centralized recruiting function is evaluating conversational AI.



MISCONCEPTION 3:

Candidates don't like these solutions.

In talent acquisition, 58% of candidates do not receive any communication throughout the process. They apply for a job and wait without any status, update, or even a rejection. At a basic level, candidates want a point of contact and basic communication on what to expect. Conversational AI is a familiar interaction. It meets these basic needs and provides an opportunity to connect with an employer without judgement. People use this technology in their personal lives and expect to have the same options available when applying for a job.

These barriers to conversational AI ultimately stem from the confusion between chatbots and conversational AI. As companies move forward in their adoption, they need to take a step back and distinguish rule-based chatbots from intelligent assistants.




THE BUSINESS IMPACT:

WHAT CHALLENGES DOES CONVERSATIONAL AI SOLVE?

Talent acquisition has increased in complexity over the past few years. Forty percent (40%) of companies have experienced layoffs on their recruitment teams, forcing companies to do more with less. Companies are looking at providers to improve time to fill, increase recruiter productivity, and improve overall decision-making in talent acquisition technology. At the same time, they need to ensure that candidates have a positive experience that is personalized, fair, and equitable.

Conversational AI helps organizations overcome these challenges in a very specific and immediate way, engaging with candidates in the process. Figure 5 highlights the top ten problems that conversational AI is helping to address today beyond efficiency.

Figure 5: Top 10 Challenges That Conversational AI Helps Solve

	Role of Conversational AI	Impact on Business Results
 1. We need more candidates applying to jobs.	Allows chat and mobile apply from point of sale or service, or within job descriptions. Engages with candidates early in the process, assists them in the application process, and answers any questions along the way.	<ul style="list-style-type: none"> ✓ Increases number of applicants ✓ Increases conversion rates ✓ Increases candidate engagement
 2. We need better quality candidates	Screens every candidate for minimum qualifications, giving an equitable process for every application. Only schedules interviews with candidates who meet minimum criteria, ensuring hiring managers never spend time interviewing someone they couldn't hire.	<ul style="list-style-type: none"> ✓ Increases quality of hire ✓ Increases quality of applicant ✓ Increases confidence in decision-making
 3. We need more engagement on our career site.	Helps companies understand where they should be spending money on different sourcing channels. Provides a more dynamic and personalized career site.	<ul style="list-style-type: none"> ✓ Strengthens employer brand ✓ Improves candidate engagement ✓ Increases conversion rates

Role of Conversational AI

Impact on Business Results



4. We need to screen candidates early in the process.

Lifts the administrative burden of screening a high-volume of applicants by providing candidates with information on the company and the job, as well as screening for minimum qualifications for the role.

- ✓ Improves time to fill
- ✓ Improves quality of hire
- ✓ Improves candidate experience



5. We need to reduce the time recruiters and managers spend scheduling calls.

Automates the scheduling, rescheduling and reminders for interviews to save time for recruiters and candidates. Enables and prioritizes mobile-scheduling.

- ✓ Improves recruiter experience
- ✓ Improves recruiter retention
- ✓ Improves time to fill



6. We need to reduce bias in the recruitment process.

Provides every candidate with a fair and equitable screening process, as well as responding to every question and candidate regardless of name, age, gender, school, etc.

- ✓ Improves diversity of candidate sources
- ✓ Improves diversity of hires



7. We need to engage with new hires before day one.

Provides an opportunity for new hires to ask questions and engage with an employer before they start work. Prepares new hires for a successful career.



- ✓ Improves new hire experience
- ✓ Increases new hire productivity



8. We need to retain talent.

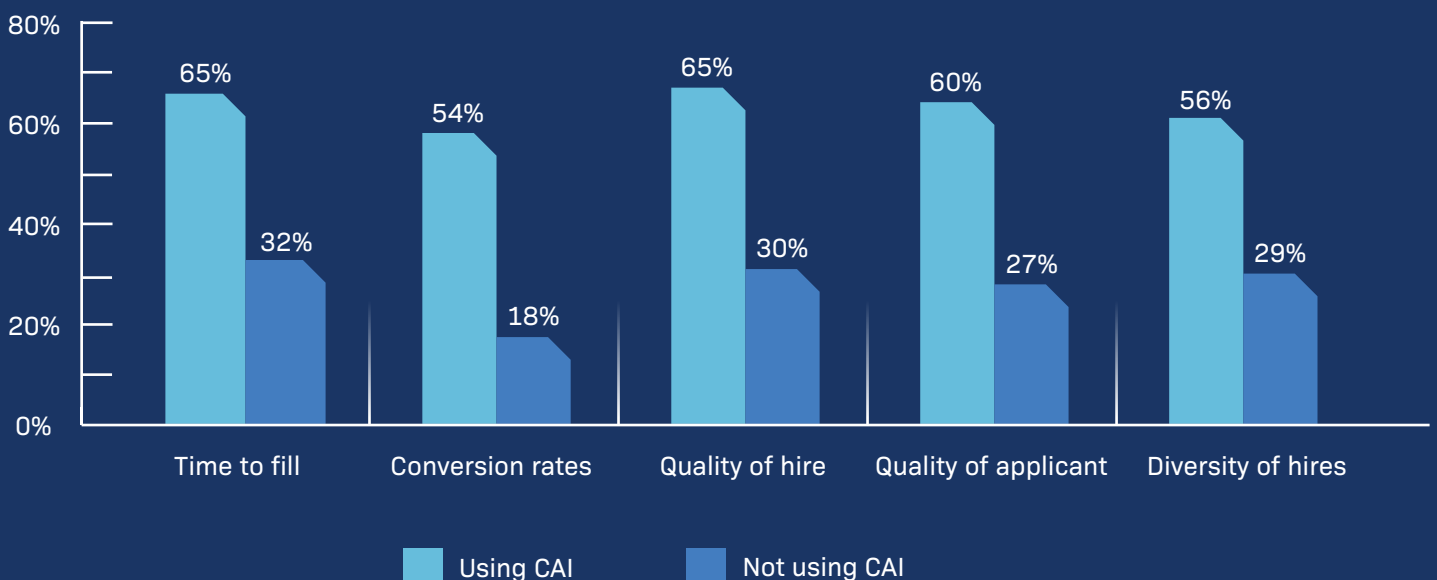
Provides internal candidates with information about jobs and opportunities.

- ✓ Improves retention
- ✓ Improves employee experience

	Role of Conversational AI	Impact on Business Results
 9. We need to improve our brand to compete for talent.	<p>Provides the best first impression to candidates at events, point of sale and on the career site. Gives candidates insights and information on the company and employer brand.</p>	<ul style="list-style-type: none"> ✓ Improves brand reputation ✓ Increases conversion rates
 10. We need to scale.	<p>Personalizes the experience for every candidate and employee to help companies scale without diminishing the experience. Takes on all screening and scheduling work for teams as volume of applicants increases.</p>	<ul style="list-style-type: none"> ✓ Increases quality hires ✓ Reduces costs

Conversational AI not only helps to solve specific challenges, but it also impacts overall business results. Aptitude Research found improvements in time to fill, conversion rates, quality of hire, candidate experience, and diversity of hires within the first year of using conversational AI (see Figure 6)

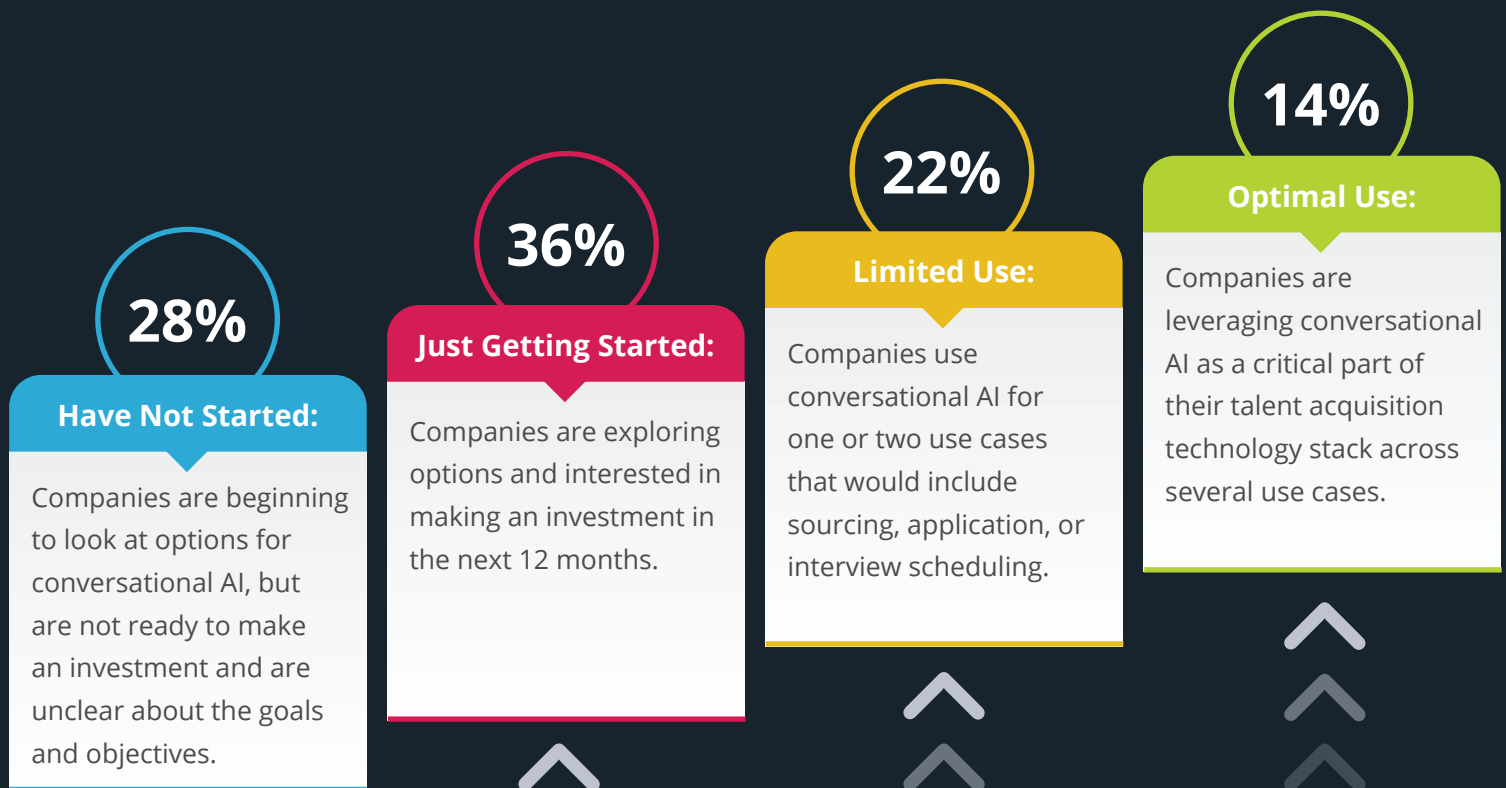
Figure 6: *The Impact of Conversational AI*



THE REAL-LIFE USE CASES OF CONVERSATIONAL AI

Companies are reshaping the future of talent acquisition with conversational AI. It is a maturing market and every company is at a different stage of adoption. Aptitude Research found that most companies interested in conversational AI have not started using solutions or are just getting started (see Figure 7).

Figure 7: *Maturity of Conversational AI*



As companies mature in their use of conversational AI, the landscape has become more complex. Several stand-alone providers have been acquired in the past year, and many of the ATS providers are exploring their options in conversational AI.

Conversational AI has completely transformed high-volume recruitment for many organizations. It offers a way to improve efficiency, respond to high-volume candidates, and automate screening. High-volume recruitment impacts 65% of companies at the enterprise level and includes more than hourly and gig workers. Companies with pressure to fill positions in a short amount of time are facing a labor shortage and increased demand for talent. Conversational AI helps companies with the following challenges:

1 Candidates Dropping Off at the Apply Phase:

The area where most high-volume candidates drop-off is the apply phase (43%). Companies are losing quality talent early in the process. Although companies have invested in interviewing and onboarding over the past year, recruitment marketing and easy apply continue to be a challenge in high-volume recruitment. Companies must rethink how they are attracting candidates and reevaluate the apply process to see why they are losing talent early. One in three companies state that the apply process takes longer than 30 minutes for high-volume roles. Conversational AI allows hourly candidates an opportunity to fully apply right from their phones via chat and continue everything from scheduling an interview to accepting an offer via mobile, in as quick as a few days. The speed and simplicity of the process is critical to hourly talent.

2 A Traditional ATS is Not Enough:

Sixty-five percent (65%) of companies with high-volume recruitment needs are not satisfied with their current ATS. Most traditional ATS systems are designed for corporate hiring and lack capabilities to support high-volume recruitment such as programmatic advertising, scheduling, or communication. High-volume recruitment technology must be simple, intuitive, and mobile responsive. Conversational AI is a perfect fit for both managers and candidates.

High-Volume Hiring: Conversational AI is a competitive advantage for companies with high-volume needs. It helps to lift the administrative burden on managers by communicating, screening, and scheduling. It provides candidates with responses 24/7 and engages with every single individual. Without conversational AI, candidates are going through a traditional hiring experience that is not effective or efficient.

	Traditional High-Volume Hiring:	Strategic High-Volume Hiring
Employer Brand	Traditional advertising to reach candidates and invest in employer brand	Broader reach to both candidates and customers
Communication	Traditional working hours and applicants must wait until managers have time to respond	24/7 response time
Apply	Passcode and login information required	No passcode or login required
Language	English	All languages
Scheduling	Manual scheduling through email or phone	Automated scheduling and communication and ability to easily reschedule



CASE STUDY



THE CHALLENGE:

Recruiting demands were higher than ever, employee turnover was not getting better, and its small recruiting team was struggling to keep lodges fully staffed. Great Wolf Lodge used conversational AI (via its assistant Emma) to tackle some of the company's most chronic recruiting challenges: Screening applications, scheduling interviews, and ensuring candidates had 24/7 access to a friendly face who could answer their questions.



THE SOLUTION:

Emma was able to take hours of administrative work off the Great Wolf Lodge recruiting team's plate; and she also created the kind of modern, "internet generation" experience that the company knew would align with its recruiting efforts. And when COVID required some lodges to temporarily close, the team quickly spun up mobile text messaging and email campaigns to:

- Communicate with every Pack Member and ensure they knew how the fluid response to the pandemic impacted them.
- Continue to collect applicant data, clearly communicate next steps, and immediately engage candidates as soon as lodges opened up.



THE SUCCESS METRICS

- Since using their conversational AI assistant Emma, Great Wolf Lodge has seen a 225% reduction in employee turnover.
- With the help of Emma, Great Wolf Lodge has increased applicant flows by 400%.
- Great Wolf is now seeing 75% show rates for scheduled interviews — far exceeding the pre-Emma world.

RECRUITER-LED EXPERIENCES

The reality is that high-volume, manager-led companies are not the only ones seeing tremendous benefits from conversational AI. Recruiter-led organizations are increasing their investment in these solutions to support all aspects of talent acquisition. Aptitude Research found an uptick in companies in financial services, professional services, and technology leveraging conversational AI.



In recruiter-led companies, conversational AI significantly improves the recruiter experience. Talent acquisition professionals are recruiting, but with limited resources and in many cases, limited staff. Some companies have eliminated specialist roles that may include candidate experience managers and data scientists, while others have reduced the number of coordinators to help with administrative tasks. Talent acquisition professionals are under pressure to balance a heavy workload without support.

Req Workload:

Thirty percent (30%) increase in requisition workload since 2020.

Doing More with Less:

Limited resources on TA function with 40% layoffs and limited budgets.

Administrative Tasks:

Spend an average of 16 hours a week scheduling and 10 hours a week finding candidates in the ATS.



CASE STUDY

Committed to leveraging conversational AI through Paradox to scale their goal of creating meaningful candidate experiences:

- No longer does the team have to spend hours coordinating interviews over email or playing phone tag with busy candidates.
- Due to the convenience of communicating over mobile devices, candidate ghosting has decreased tremendously and time to hire has never been quicker.
- Having the ability to text candidates and schedule interviews over the phone have enabled the Talent Team to spend more of their time building relationships with top talent, allowing for better candidate experience, and higher-quality hires.

The role of the recruiter has become incredibly complex and 30% of recruiters are feeling burned out this year. When the recruiter experience suffers, the candidate experience is impacted. Conversational AI allows recruiters to focus on more strategic initiatives and connect with candidates in a more meaningful way. Companies in recruiter-led organizations say the following about the impact of conversational AI:

72%

of recruiters are more likely to stay at their current job with the use of conversational AI

50%

of recruiters said better tools and solutions is the number one factor in improving their experience and top reason to stay with an organization

50%

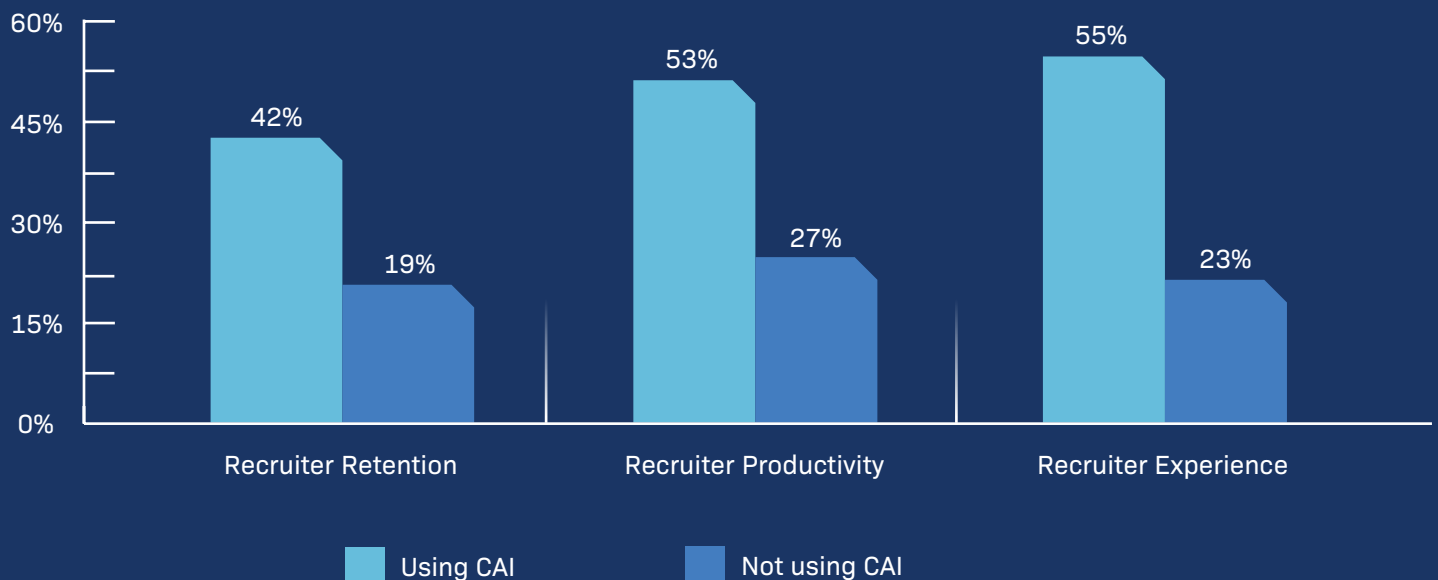
reduction in time spend on administrative tasks

30 Day

time-to-fill for 1 in 2 companies

Additionally, companies see improvements in recruiter experience, productivity, and retention.


Figure 8: *Impact on the Recruiter Experience*




PERSONALIZING THE EXPERIENCE

Communication is not an isolated activity. It is not something that starts and stops during different stages of recruitment. Strategic communication needs to be consistent, frequent, and something that spans the entire candidate lifecycle. Automation through conversational AI can play a critical role in improving communication, but it must be personalized. Candidates want to know that they have a voice in the process. The shift from communication to personalization ensures that candidates are being seen and heard throughout talent acquisition. Conversational AI that is personalized can also help companies scale in a way that traditional CRMs will not. Currently, 48% of companies want conversational AI to personalize that experience.


Ideally, candidates should receive communications that include personalized messaging to help inform their journey. Some examples may include:




Recruitment Marketing: Personalized content for target audiences to learn more about an employer.



Application: Personalized recommendations and answers based on jobs, locations, or preferences.



Interview: Personalized feedback to prepare for the interview, including who candidates will meet, dress attire, and location.



Onboarding: Personalized answers to the new hire experience including lunch, meetings, location, parking, and managers.



Does your company have any programs for hiring women in tech?



What building will my interview be in? Who will I be interviewing with?

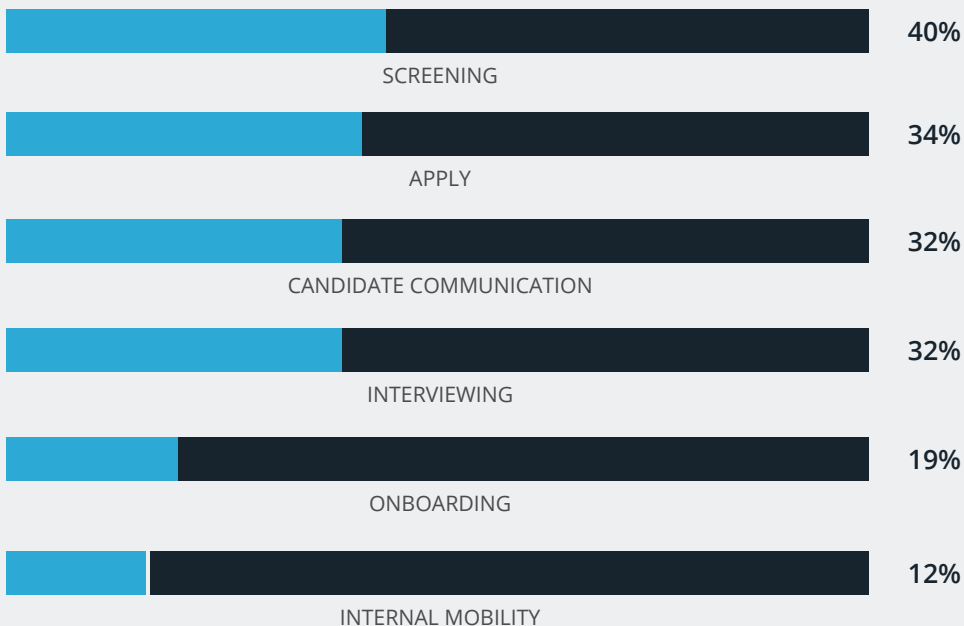
Are there any other jobs available?

What will my first day look like?

EXPANDED USE CASES

As companies become more familiar with conversational AI and start to see the benefits, the use cases expand throughout talent acquisition. Companies are no longer just considering these solutions for sourcing or applying. Conversational AI provides value throughout the entire talent acquisition process, from recruitment marketing to onboarding and employee experience. With remote recruitment, the use cases for interview and onboarding have increased. Companies need technology to provide a better experience for candidates in a remote environment, including scheduling interviews, personalized feedback, and new hire information.

Figure 9: *Expanded Use Cases of Conversational AI*



Companies need technology to provide a better experience for candidates in a remote environment, including scheduling interviews, personalized feedback, and new hire information.



When the use cases expand, the potential of conversational AI increases and candidates receive more insightful answers throughout every stage of recruitment. Some of the ways that conversational AI supports the candidate journey are included in Figure 10.

Figure 10: *Conversational AI Throughout the Candidate Journey*



ATTRACT TALENT

- Awareness of an employer and brand
- Research an employer and brand
- Engage with employer and begin communication
- Explore current and future job opportunities
- Apply for a job



RECRUIT TALENT

- Go through screening questions
- Explore similar jobs
- Schedule the interview
- Prepare for the interview
- Understand the job status
- Learn more about the employer



HIRE TALENT

- Receive an offer
- Start the onboarding process
- Feel engaged in the new company culture before the first day



KEY RECOMMENDATIONS

Conversational AI is transforming talent acquisition for companies across a wide range of industries. As the investment and interest in this space continues, companies should consider the following:



DIFFERENTIATE INTELLIGENT ASSISTANTS FROM BOTS:

Companies must distinguish that chatbots are transactional and don't support hiring teams, while conversational AI (assistants) are strategic, supporting candidates, recruiters and hiring managers throughout all critical touchpoints.



IDENTIFY THE CHALLENGES:

Companies should consider the challenges that they need to solve and the impact conversational AI will have on their overall talent acquisition strategy. Conversational AI is more than an efficiency play. It can provide benefits across many areas of talent acquisition.



EXPAND USE CASES:

Conversational AI and the assistance it provides can help companies across all areas of talent acquisition and employee experience including internal mobility, onboarding, and interviewing.

ABOUT US



Aptitude Research is a leading human capital management (HCM) research and advisory firm. Our in-depth research and vendor assessments help HR leaders develop a deep understanding of the HCM technology landscape, including talent acquisition and engagement, to ultimately make better purchase decisions.

Our flagship research, The Aptitude Index Report: Talent Acquisition Systems (2021), delivers a comprehensive look at talent acquisition trends and technology. This knowledge, combined with our consulting and advisory services, enables companies to save time, money and improve the recruiting, hiring and workforce management experience.

Founded by leading analyst Madeline Laurano and based in the Boston area, Aptitude Research provides a wealth of HCM expertise to companies, vendors and investors. View our recent and upcoming research at www.AptitudeResearch.com or connect with us on [Twitter](#) or [LinkedIn](#).



Launched in late 2016, Paradox was founded with the belief that recruiters, hiring managers, and talent leaders should spend their time with people, not software. Olivia, the company's conversational AI assistant, automates administrative work — like screening, scheduling, onboarding, employee communications, and more — to drive efficiency that gives teams hours back in their week, and enables everyone to do better work, faster. Since its founding, Paradox has earned the trust of more than 200 clients globally, including some of the biggest brands in the world — CVS Health, McDonald's, Unilever, Intel, Aramark, and many more in the Fortune 500. The company has won numerous awards, including being named one of Human Resource Executive's Best HR Products of 2019, and was recently named one of Forbes' Top 500 Startup Employers.

To learn more, visit www.paradox.ai.