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## The future of assessment in retail and hospitality

*Hot topics and themes from the Global Retail and  
Hospitality Talent Summit 2016*



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## Trends in Assessment

Developments in technology and an increased focus on the candidate have shaped the trends we are witnessing in assessment. In this summary, we draw together some of these themes – and make predictions about the direction assessment may take within the retail and hospitality sectors.

### The surge of candidate focus

All applicants are potential customers – and we've seen a surge to actively and positively engage with all applicants regardless of their position in the recruitment process to support the employer brand. But there's also been somewhat of a shift in the powerful position that talented applicants hold; those with talent understand their value. Of course, they are attractive not just to you, but also to your competitors.

Perceived speed, ease and fairness are of the essence. You'll need to act quickly to engage with and win the great applicants and to on-board those you want for your business. But it's also about giving more to applicants to understand the role and giving them an intuitive interface which looks and feels like your company. Companies like O2 Telefónica, Amaris Hospitality and Parks and Resorts have the applicants firmly in the centre of their talent acquisition strategies.

We believe this current trend is here to stay – and the central importance of candidates and their expectations will only grow. Suppliers of assessment and wider applicant supporting software will need to invest in stronger design, greater accessibility and a developed user experience. There will be a demand by applicants for greater transparency of how the assessment works and therefore we predict a growth in Realistic Job Previews, Situational Judgement Questionnaires and clear communication about what is being measured and why.

### Assessment moves up the recruitment funnel and gamification will take hold

Assessment will continue to rise up the recruitment funnel to engage with potential applicants earlier in the process. And gamification will take off.

This is a dramatic shift from the days when CVs and application forms were completed, sorted and only a select few were then asked to complete any form of assessment. Realistic Job Previews show potential applicants what the job entails, and helps to self-select those who continue on with application. Situational Judgement Questionnaires again provide an insight into the role, and provide valuable information about suitability early in the process. Instant feedback on assessment progress engages applicants and gives something back to their investment of interest in your organisation.

And organisations are already doing this. By using assessment early on, Dubai Duty Free has reduced its time to identify strong candidates from spending 8.5 work days on this to just 0.5 day – and, because of strong engagement during the application process and creation of a talent pool, has been able to staff an entire concourse from this pool rather than needing to recruit externally.

Gamification of assessment and the pre-application process will grow. There's a buzz around gamification as those working in recruitment find ways to make the most of this technical opportunity. flyDubai includes an online flight simulator tool on its career portal to engage interest but also act as a viral tool to spread across social media. Zalando presented best practice in gamification from a range of uses.

Do we think this will replace traditional assessment? Not in the foreseeable future but leading employers are looking to translate their business activity into some form of game or try-out, can enable potential candidates to both experience the job and share with others the game thereby reaching more possible applicants.

## Spot the best talent – and keep it

In difficult times, workforces are reduced and little attention is paid to development and retention of great people. But when times are good, you will want to know who the great people are and keep them as long as possible. Even retaining a strong sales person for an extra few months can have significant business benefit. Transcom, international call centre expert, has been data crunching to understand what makes talent stay longer in a traditionally high turnover business.

## Better analysis of business impact

Our clients are already pinpointing those applicants with talent and those who will make a difference to their businesses – even before application. For this they have gained clarity on what they are looking for - and why. They need evidence as to what characteristics equal success and how they are going to spot these characteristics.

Talent analytics drives this – and we predict a rise in the interrogation of talent data to support recruitment and development decisions. Investment is already being made by nearly half of organisations taking part in the *cut-e* Assessment Barometer 2016.

From carrying out predictive analysis, Elkjøp now knows that the best sales people contribute 50% more to store revenue, what characteristics they have and is now able to identify these applicants and appoint them.

**For more information and related documents about how to get the most out of assessment, please refer to [www.cut-e.com](http://www.cut-e.com)**

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