

Ubisoft levels up

internal employee mobility with Eightfold Talent Intelligence



Industry: Software / Gaming
Employees: 19,000+
ATS: SmartRecruiters

HRIS: In-house custom
Eightfold Products: Talent Management
Eightfold Capabilities: Career Hub



With Eightfold's AI-based Talent Management solution and Talent Intelligence platform, Ubisoft was able to reinforce and enhance its corporate culture, retain its high-caliber talent, and empower employees with a way to accelerate their careers.

When Ubisoft's traditionally low attrition rate began to rise, it learned that this was due to a perceived lack of mobility within the company. In response, the company created a talent marketplace where employees could look across teams and countries to discover what opportunities were available and how they could develop and grow their careers at Ubisoft.

The challenge

Ubisoft is a creator of worlds. As a global gaming company, Ubisoft has launched some of the industry's most popular games and franchises, such as Prince of Persia®, Assassin's Creed®, Just Dance®, and more. Part of its success has been its ability to decentralize its development centers around the world while still maintaining a corporate culture that promotes creativity and cares for its employees.

Over its lifetime, Ubisoft has always boasted a low attrition rate. Many employees started and stayed with Ubisoft for several years. When attrition started to rise in 2020 and 2021 Ubisoft took note.

"We used exit surveys to understand why that was happening," said Andrew Saidy, Vice President of Global Talent at Ubisoft. "What surprised us was that almost one in two employees were telling us that they were not leaving Ubisoft because of a manager or the culture. They were leaving because they could not find opportunities for career growth."

The data also showed that Ubisoft had one of the highest "boomerang" rates in the industry – employees who would leave a company only to return later. Clearly, there were many things that Ubisoft was doing right, considering how many employees stayed and how many were eager to return, but the company needed to address employee turnover.

Departing employees expressed that it was challenging to find openings at different locations, offices, or studios that Ubisoft had around the world. While Ubisoft's decentralized organization made creating its flagship games more efficient, the structure was making it difficult for employees to find new opportunities. In addition, managers were not always willing to share their talent and give employees growth opportunities.



Further examination revealed that even if employees found an open role, the existing internal job board simply submitted their applications through the same ATS that was used by external applicants. Internal applications were being lost in the myriad resumes being received, placing employees at a disadvantage where they should have had an edge.

As a result, the system was not widely used by employees. Instead, employees would look for – and accept – career opportunities elsewhere, often with Ubisoft's competitors.

The solution

To address this problem, the HR team wanted to create a talent marketplace – a dedicated space for employees to find their next opportunity at Ubisoft, develop their skills, and grow their career with the company.

“There was definitely a business case for change. We were losing our talented employees and we needed to retain them,” said Saidu. “We showed how much it could cost us if we continued to lose talent at this rate. We showed what the exit interviews were saying. We shared this with the entire C-suite, and we did get support from all of these stakeholders.”

Once executive support was secured, the team needed to decide if they would build or buy the solution. “As an organization of developers, we were used to building our own tools for everything. If we went with a third-party tool, it would need to be state-of-the-art,” said Barbara Cellierier, senior HR program manager at Ubisoft.

Cellierier added that Ubisoft needed a solution that would drive impact in key areas that were critical to the company, including increasing internal applications, staffing roles faster with the right talent, improving employee satisfaction, and increasing employee retention.

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Andrew Saidu, VP of Global Talent, Ubisoft

Eightfold's AI-powered Talent Management stood out above the other talent intelligence solutions that Ubisoft evaluated. It had the functionality that would allow the company to:

- Assess employees' skills around the globe and see their future potential
- Match employees with new projects and opportunities for internal mobility
- Understand the skills employees currently have and skills gaps that exist
- Give managers the ability to unlock the potential of internal talent
- Support an employee-centric culture

It also met Ubisoft's additional requirements: it was configurable and provided the flexibility the company needed; and its UX met Ubisoft's high standards as a team of skilled developers.

After Eightfold was selected, Ubisoft prioritized implementing the Career Hub module within Talent Management to set up its internal talent marketplace – a centralized hub of jobs, projects, gigs, events, and mentors to drive employee growth, increase engagement, and allow hiring managers to identify employees with the skills they need to complete critical projects.

The outcomes

Ubisoft began its phased rollout in March 2023, starting with its non-production teams, including Global HR and IT. This allowed the teams to test the new system, adapt to new process changes, and provide feedback for improvement. With this new knowledge and experience, it was ready to open up the talent marketplace to the sales organization and production studios.

Although the global deployment of Eightfold is still underway, Ubisoft is making a positive impact on its employees, its culture, and its employer brand:

- Ubisoft has launched its talent marketplace in 28 countries in six months
- 55% of employees are now using the platform to help accelerate their careers
- The solution is enhancing corporate culture to help increase employee satisfaction and retention



While still early in their journey and focused on driving more adoption, employees are excited about the platform.

“When we launched, the platform became open to all employees globally, but we have launched employee communications to announce the platform and drive adoption region by region,” said Saily. “One thing we found is that employees are sharing the link with their peers in other regions and are spreading awareness through word of mouth. The data shows that we have people joining from Osaka, Chengdu, and Shanghai – and we had not launched communications in those regions yet.”

Ubisoft’s partnership with Eightfold has been a strategic asset. “The team has been very helpful and responsive. This is exactly what we need – a partner that listens and supports us. The big differentiator is how Eightfold took our hands and supported us on this change management journey,” said Saily. “They have done this so well in terms of evangelizing to our leaders and providing resources to drive user adoption.”

The future

Saily is looking forward to building out the talent intelligence platform and empowering Ubisoft employees to more directly drive their own career development.

“I want them to be able to say, ‘I don’t need anyone to take care of me. I’m going to go on the talent marketplace and find myself a mentor, a project to grow my skills, or my next role.’ This would be a game changer,” said Saily. To support this, it plans to implement additional Eightfold Talent Management modules, including Mentoring, Career Navigator, Project Marketplace, and Learning Marketplace.

“At Ubisoft, we make great games, we have great teams, we have some of the most creative people in the industry,” said Saily. “I would like to see employees moving from team to team to expand their skills and grow their careers – all in an ecosystem that is permissive, open, supportive, and developmental. With everything that we’re putting into place, we should get there.”