

Introduction

“Avature CRM provides speed to get better candidates, which allows more time to invest in qualifying. We’re able to present a more specific set of final candidates to hiring managers. Two clients have asked us to take on their executive band positions rather than going out to agency – we’ve demonstrated competence and built up their confidence.”

Jillyan French-Vitet
Global Sourcing Lead
KellyOCG

Talent Acquisition, along with its sibling, Talent Management, has quickly ascended into a strategic role in most companies, where it is being aligned with broader business objectives and measured accordingly. For recruiting managers, there’s no time for stage fright. Executive leadership’s demand for high-impact service delivery has led recruiters to shift towards a talent-centric recruiting model where high value relationships are established and managed over an extended period of time to better meet demand. CRM technology for recruiting supports this talent-centric approach, allowing companies to benefit from a tool set designed to empower recruiters to find, attract and engage the talent they need, when they need it.

The intent of this white paper is to share the thinking, actions and results of recruiting managers who have implemented Avature CRM technology. Driving factors, influencers and outcomes were captured through a series of interviews. Functional leaders responsible for sourcing and recruitment, from both Corporate Talent departments and Recruitment Process Outsourcing (RPO) firms, shared the strategic objectives behind their adoption of CRM, their business case for CRM, their implementation experiences and the results of the programs and initiatives created using the system.

Driving factors behind CRM deployment

The driving factors influencing the selection of Avature CRM by corporations and RPOs were often quite similar. The overarching goal was clear: advance hiring effectiveness while reducing costs. There was a need to find more talent faster, present qualified candidates more efficiently, and reduce hiring cycle time. There was a need to connect interactive advertising with follow-up sourcing activity and maintain better relationships with high quality candidates through the entire process. Recruiting managers expressed a desire to take a more creative approach to recruiting, where they are freer to develop and

“We had an objective to build pipelines and talent pools and needed “peopled-based” tools. We had to have a competitive differentiator that supports the Sourcer as hunter with the tools to be effective. With Avature CRM we were able to shift our approach to a “one-stop shop” that had all the tools in one place.”

Zachary Misko
Global Director
RPO, KellyOCG

implement new ideas quickly and optimize their programs over time, not unlike the way good marketers work to generate sales by combining creativity on the front end with analysis and optimization on the back end.

Increase sourcing efficiency & effectiveness

Recruiting managers with strategic sourcing responsibilities were eager to consolidate tools in order to boost productivity. The recent explosion of web sites and sourcing channels was presenting operational challenges. They were looking to reach across a wide array of sourcing channels in a single stroke. They also cited consolidation of the data as important, particularly if it could eliminate the duplication of efforts and eliminate Excel spread sheets and desktops folders filled with resumes.

Improve collaboration & user adoption

Integrating sourcing activity into the overall process was a high priority. Recruiting managers sought better data exchange between Recruiters and Sourcers in order to improve relationships and foster collaboration. Most wanted a system with an intuitive interface for easy user adoption. The system needed to be flexible enough to meet the unique and personal work patterns of both Sourcers and Recruiters, and powerful enough to incent them to give up their existing tools for a single central system. Communication features like built-in chat, SMS, and Journaling were top of mind due to the explosion of Web 2.0 technologies.

Connect recruitment advertising with recruiting

Recruiting managers wanted to close the gap between their interactive recruitment advertising and the recruiting process that followed. Many talked about fine tuning their ad campaigns to deliver a more relevant message to a more targeted audience. They sought to improve candidate conversion through improved landing pages and follow-up communication programs that could preserve the relevancy that they established at the ad level. If the system made it easier to engage ad respondents with ever more personalized communications then the candidates experience would improve and the yield of the ad programs would increase. To do this, they needed to segment respondents better and process them in dissimilar ways.

“There is great value in the internal capability. We needed the right, fast and sleek system to always get a head start. And our pipelines have to be targeted. Generalization doesn’t offer as much value. So we balance CRM talent pipelines with a just-in-time approach”

Steve Bonomo

Head of Global Recruiting
adidas Group

Facilitate a variety of recruiting programs and methods

Recruiting managers wanted a flexible solution that could handle both the unpredictability of their talent needs and the changing market opportunities driven by the constant evolution of social media. They sought agility and the ability to “change up” their go-to-market approaches and capitalize on shifting market opportunities. This was particularly relevant when companies were more interested in expanding, refining, or reengineering their processes.

RPO managers expressed a need to support the business practices of many different clients, yet standardize on one system. Corporate recruiting managers had a desire to craft unique workflows to support the type of talent they were pursuing or the business unit they were supporting, and get away from treating all prospects and hiring managers the same way.

Measure and report progress

Achieving more robust and timely reporting capability was a consistent goal across all recruiting managers interviewed. Securing, organizing, and presenting data in a timely and consistent manner was essential for managers to transition to a more program-oriented, strategic recruiting model. RPOs had a desire to provide more timely and consistent reporting to clients, and to demonstrate the value of their methodologies and “go to market” strategies at the time of service. Everyone interviewed expressed the need to provide measurement, scalability and global reach. Overall, recruiting managers were looking at real-time reporting as the key to refining and controlling the delivery of their service, regardless of whether they were in-house or a vendor.

Building the Business Case

“We’re now able to identify where fall out is by step and make adjustments quickly. Having access to the data can help eliminate finger pointing so we’re able to be more proactive with our customer by monitoring data proactively and pursuing discussions to smooth out the hiring process, which leads to an experience that is quicker, faster, and better for everyone involved.”

Adam Wiedmer
Lead Sourcer
Seven Step Recruiting

Building a case for CRM was described as not overly challenging and ultimately rewarding. Different paths were taken to finalize a go-forward decision depending on the company structure and culture. When recruiting managers owned the budget the buying decision was made quickly. Education time on how CRM is applied to recruiting was needed when executive leadership was involved in the decision making process. Recruiting managers indicated that executive leadership already understood the concept of CRM and had little difficulty seeing how it could be applied to recruiting. All companies valued seeking the best tools to support talent acquisition.

One company developed a Return on Investment (ROI) model to demonstrate the value of Avature CRM through a pilot before expanding the roll out to include more groups. Based on the initial success, they are currently in the process of rolling out Avature CRM to the rest of the organization. Others took a company-wide approach. However, the successful use of the system did not depend on the scope of deployment within the organization.

Implementing CRM

Across the board, recruiting managers described the implementation of Avature CRM as straight forward and easier than expected. They credited a highly supportive Customer Service team that understood recruiting, and the flexibility of the system, which removed many of the risks associated with implementing more rigid systems, for which post implementation changes can be costly to the point of being prohibitive. All the systems were up and running in less than 30 days.

The dominant implementation pattern was: build internal consensus, get leadership buy in, start with a few proactive groups with tough deliverables, demonstrate ROI, then expand the deployment and seek out enterprise level competitive advantage.

Applying CRM Methods to Recruiting

“The previous view of sourcing was simply data mining - you’ll just find them. Now, with Avature CRM, recruiters can continuously engage applicants that are no longer being actively considered and it’s easy for them to share access and updates with one another. To support the design of an integrated workflow, recruiters benefit from understanding the overall sourcing strategy - how to drive candidates to the CRM and the importance of it to our recruitment efforts.”

Carol Kubledis
Regional Director, Sourcing Strategy
Providence Health & Services

The introduction of CRM generally coincided with a shift from requisition centered recruiting to talent centered recruiting. Sourcing staff built talent pools to meet on-demand and strategic talent objectives. The talent centered approach opened the door to better direct sourcing and more brand centric recruitment advertising.

Direct sourcing process

Sourcers reported a deeper and extended reach across the internet through the use of Avature CRM’s multi-site web search tools. They simultaneously searched multiple job sites, niche sites, social networks and directories, identified talent, and quickly put them in the system for follow up communications.

Sourcing from the open web using Avature CRM’s resume filtering feature reduced hundreds of search results to those most likely to be a resume. Quick importing and parsing coupled with automatic duplicate checking made creating prospect records easy. Sourcing reports reflected where the best talent came from, not where it was easiest to upload a resume from.

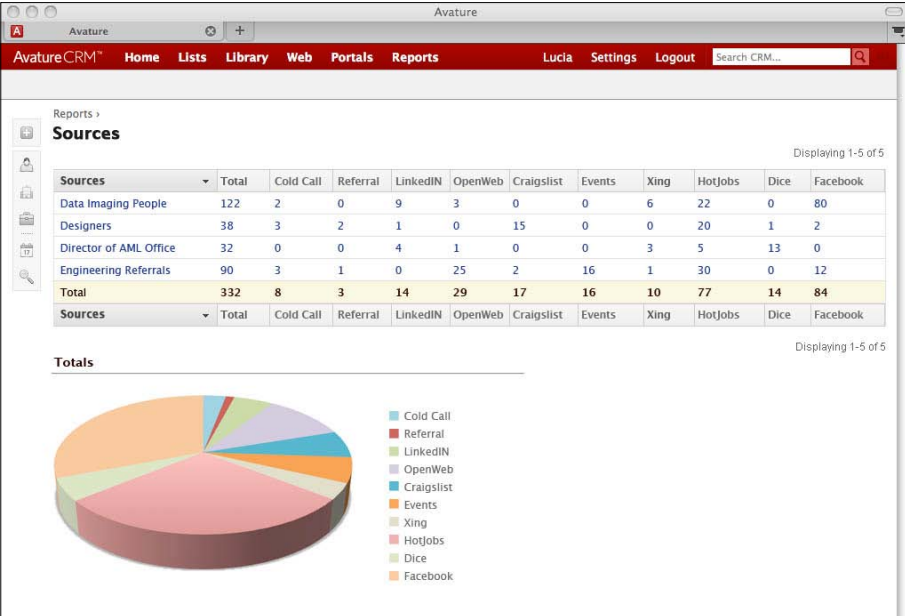


Figure 1.

“We need to be able to work quickly – like a culture of external headhunters. The value is in competing with headhunters to provide as much or more capability in delivering qualified candidates faster and better. We build better hiring manager relationships and candidate relationships.”

Steve Bonomo

Head of Global Recruiting
adidas Group

Figure 1 shows a screen shot of a source report where candidates are tracked by their original source (e.g. social media, job sites, directories, referrals, etc.)

Screening profiles were developed using Avature CRM’s Forms Builder. The recruiter executed a search, opened the form, and directly screened the prospect in the system by either talking to them directly, or emailing the screening form as a URL, allowing the candidate to complete it themselves on the Web. Email templates were used to generate automated, yet personalized, messages to prospects throughout the sourcing lifecycle.

When the candidate was advanced in the sourcing workflow to the recruiter or hiring manager they could easily review the forms along with the resume. Forms were used extensively to collect company and job specific information. Because form data is searchable and reportable, recruiters knew they could make use of this information on subsequent searches.

With better pipelines and higher flow, recruiters allocated more time to upstream candidate management and client engagement.

Here is how one global client described their sourcing process:

“We have an internal sourcing team that leverages the CRM rather than the ATS to support building productive talent pools. We create one pipeline role for each job type. We execute searches from the CRM and once a prospect responds with interest we add them to the CRM to begin further engaging them and begin the screening-in process. Then we distribute prospects across specific job categories after initially qualifying them. Prospects are differentiated according to level of interest and response. We see the first influx of responses within 48 hours – usually about a 40% positive response rate. We have a powerful brand with worldwide name recognition that helps pique interest when sending out email. Within the first week, we typically have all the response needed and the final candidate is usually in that round. During week two, outbound communication begins and we provide more information on the role, coordinate phone interviews for next level qualification, take advantage of notes in the CRM and then coordinate interviews. We use the “form” feature to capture phone screen data collection. The entire process of sourcing, communication and screening usually takes about two to three weeks.”

“Avature CRM provides us the speed to get better candidates and we have more time to invest in qualifying. We’re able to present a more specific set of final candidates to hiring managers. We’re more focused on screening the right people in rather than wrong people out. If you don’t work the data there is no value. There should not be a lot of waste in the ATS. The CRM is the first filter to quality. We apply a supply chain and pull system to build pools and then apply lean methodology to tap pools.”

Carol Kubledis

Regional Director, Sourcing Strategy
 Providence Health & Services

Interactive Advertising Sourcing Process

Avature CRM’s Portal Builder was used to construct a variety of landing pages that were designed to quickly and easily capture information from prospective candidates without requiring them to search and apply to jobs.

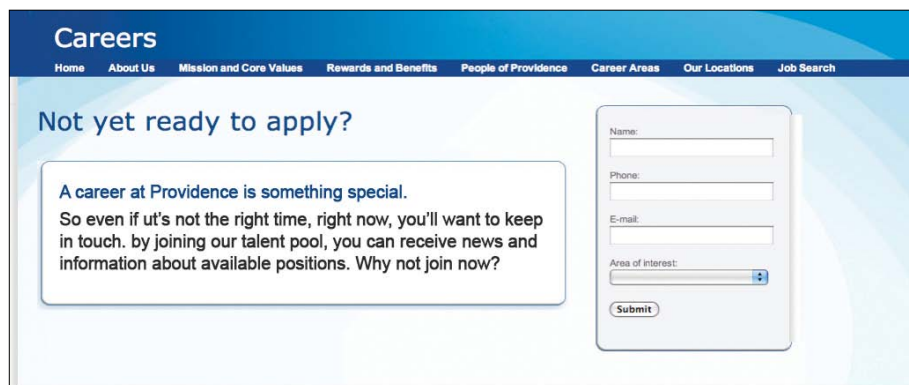


Figure 2 .

Figure 2 is an example of a landing page with a registration box located on a careers site. Here, candidates not ready to apply to jobs simply register their contact details and career interest in the CRM for follow-up by recruiters through email campaigns. In the first two months of use, over 1,200 registrations were received through this simple landing page. Previously they would have left the careers site unnoticed.

Registration boxes can be combined with blogs, embedded in social sites, or embedded in corporate websites. The CRM can store multiple registration boxes, each with their own unique design and functionality. This allows for a message delivery and information capture process that was highly relevant to the recruiter’s audience.

“Talent acquisition has more time so they are getting better at assessing internal excellence skills, which is key to alignment with the business. We’re screening better to fit with the organization’s mission and needed competencies. Avature CRM, with its proactive communication tools, supports meeting those objectives. People may self-select out if not a fit, and they can see alignment with our mission and values more clearly. Sourcing is more proactive so we’re able to better support the businesses and we don’t feel as pressured to hire a “warm body”. We getting targeted talent with higher organizational and competency alignment”

Carol Kubledis

Regional Director, Sourcing Strategy
Providence Health & Services

Figure 3 .

Figure 3 is an example of a registration box designed to capture students interested in internships and entry-level jobs. Similar to Figure 2, this registration box is integrated into the existing career site but quickly and easily captures information about a student, including contact details, education status, graduation date, etc.

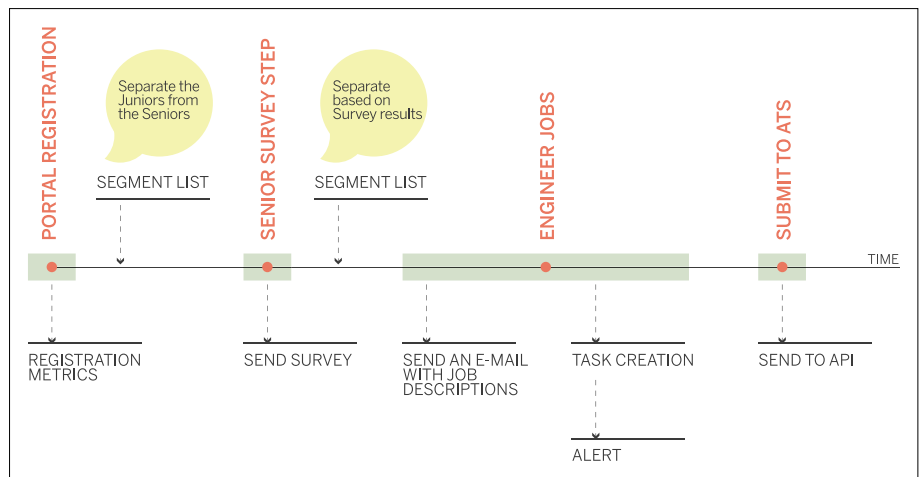


Figure 4 .

Figure 4 illustrates how Avature CRM’s campaign workflow picks up the prospects after they complete registration. Here the recruiter begins outreach for a general job category, such as engineering. Respondents are easily segmented for targeted communications based on the data entered into the registration box (e.g. a list of students graduating in May,

“Avature CRM blends sourcing tools with data capture and key ATS pieces. Recruiters need tools like CRM for a sourcing engine to capture candidates outside of an ad response. Talent Pools and passive candidate recruiting answers the question - can you find them, which is highly desirable for hiring managers and seen by our customers as valuable. We’re expected to drive talent on demand and speed is prime advantage in answering that need. We also need the freedom of not being requisition driven.”

Paul Harty
CEO
Seven Step Recruiting

2011 with engineering degrees who are also interested in working in Los Angeles). The recruiter can then, using the mass email tool in the CRM, send an email to this list of people regarding an engineering internship opportunity in Los Angeles. The message could include system generated links to facilitate the job application process. Essentially, as candidates progress through a workflow, data can be captured, job related content can be pushed out, and user specified tasks can be scheduled within the CRM.

CRM Reporting

Unlike traditional cost-of-hire and time-to-fill reports, CRM reporting was primarily talent and pipeline focused. Recruiting managers set up dashboards for real-time feedback on their recruiting actions, which they then shared with hiring managers. Although hiring managers were not accustomed to seeing this level of detail, recruiting managers agreed that the hiring managers showed a strong interest in this type of data. RPOs made the CRM dashboards central to their client relationships. Dashboards provided the added benefit of helping recruiting managers better allocate workload across the sourcing and recruiting teams.

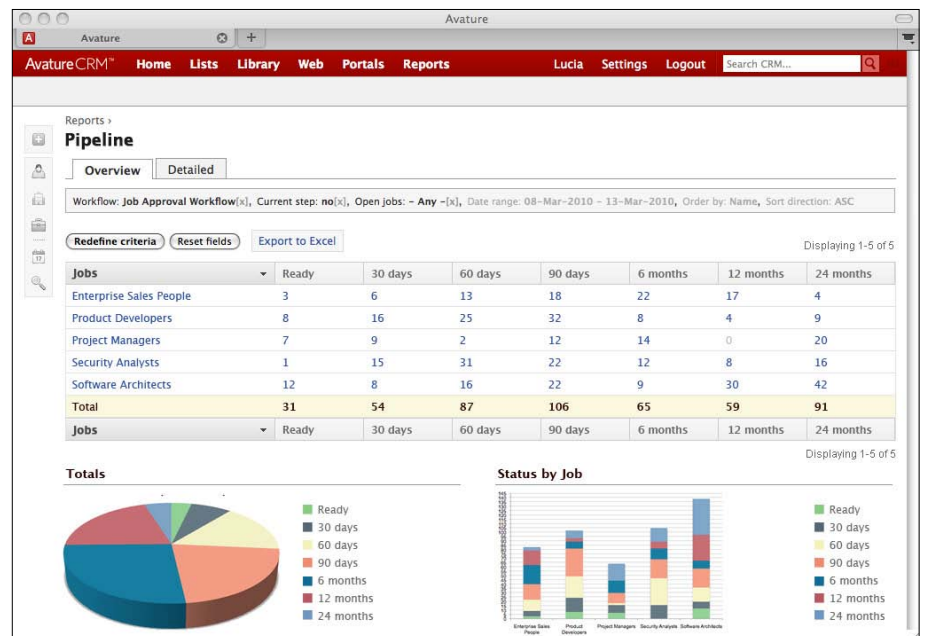


Figure 5 .

“Technology alone won’t make the difference. Philosophy and process makes the difference. Our process combined with the CRM delivers an added benefit for any type of role - hard to find talent, IT and professional to the additional challenge of high-volume needs. We had a client who needed 30 sales professionals to begin on the same day - Avature CRM supports the ability to scale easily from lead generation to recruiter handoff.”

Adam Wiedmer

Lead Sourcer
Seven Step Recruiting

Figure 5 displays a screen shot of a data view designed to capture the depth and readiness of segmented talent pools.

Achievements

Recruiting managers reported that the synergy between sourcing and recruiting staff increased with the introduction of Avature CRM. Users constructed multiple workflows, moved candidates upstream in an organized way, and communicated more effectively with candidates and hiring managers.

The ease and speed of searching, identifying, contacting and qualifying prospects allowed sourcers and recruiters to seek out higher quality talent.

The effectiveness of advertising campaigns was increased by the ability to easily deploy a variety of interactive portals as landing pages, and use CRM features to easily segment candidates and deliver relevant, personalized follow-up communications.

With greater efficiency and collaboration, people reallocated their time. Sourcers had more time for developing high value networks and relationships, and recruiters improved service delivery to both candidates and hiring managers, reducing the risk of later-stage fall outs. All users report better internal collaboration and an improved candidate experience.

Many recruiting managers had hard data showing the positive impact of the CRM on their programs:

“Our time-to-fill dropped by 25% in 2009. Costs against contingency and retained search compared to internal costs delivered were reduced by more than 50%. Recruitment marketing and advertising expenses were reduced by more than half as well. The average age of reqs came down 7% and we still hired over 6000 people. We can get out in front of our audience in ways we were not able to before with the support of CRM and our sourcing and communication strategy to reduce marketing and advertising spend.”

Carol Kubledis, Regional Director, Sourcing Strategy. Providence Health & Services

“We have a large client in medical devices for whom the need was to hire several managing directors. We were able to produce a short list within 30 days and filled four of the five jobs. This is truly representative of the combined value of our sourcer’s skills and what’s capable in terms of quality and speed with the right technology in place. We beat the [third-party search] Agency in time to hire, which allows us to show the client additive value through our agency cost avoidance metric. And, we have several prospects to keep engaged for future positions.”

Jillyan French-Vitet
Global Sourcing Lead
KellyOCG

Most recruiting managers interviewed said it was easier to bring new ideas into practice because of the flexibility in workflow design. Data capture was not only easy but most managers said they were able to capture data that was either previously unavailable or too time intensive to collect.

Recruiting managers reported that they initiated more special programs and became more responsive to the specific needs of their hiring managers. They were better able to convince hiring managers that they had strategies and practices designed to compete for real talent.

Some recruiting managers said that the impact of various sourcing methods on pipeline development became more apparent. It was possible to understand how various programs shaped talent pools and how talent assets supported future on-demand searches (e.g. which talent pools are easily expanded using active candidates and which talent pools require more resources to develop). The general state of talent acquisition assets (i.e. depth, quality, evolution, and usage of talent pools) was directly correlated to the level of effort expended on the advertising campaigns and direct sourcing that fed them.

The ease of segmenting and constructing new talent pools made realignment on strategic objectives possible. Reporting shifted from post-mortem analysis to real-time analysis, enabling recruiters to optimize their efforts while their campaigns were still in progress. Talent assets grew faster and paid dividends more quickly, as one-off practices with low talent yields were replaced with high yielding practices that built the talent assets and market knowledge.

Overall response time for on-demand assignments was reduced significantly and allowed for the development of an agile approach to recruiting characterized as fast, collaborative, simple, self-organizing, and adaptable.

Conclusions

Recruiting managers consistently expressed a high-level of satisfaction with the application. They felt Avature CRM made it easier to shift from a requisition centric recruiting model to a talent centric model. The more robust data management features of the CRM reduced their concerns over how to manage large amounts of data. Additionally, the system's flexibility kept users working in the system, where a new level of collaboration (not obtainable with legacy systems), resulted in improved productivity and team morale. And recruiting managers successfully leveraged the system to differentiate their services, increase talent yield, and avoid high-cost sourcing channels. Ultimately, recruiting became easier and delivery became more predictable.

In the words of one recruiting manager:

"It [Avature CRM] has enabled us as a company, for the first time ever, to use zero headhunters. We have the capability to recruit the way we used headhunters before. Part of the expense of not using headhunters is convincing hiring managers and business leaders that we don't need to use them. We have one time to make an impression and convince them. We have to have the right and best technology to facilitate success."

Steve Bonomo, Head of Global Recruiting - adidas Group

The recruiting managers interviewed here can be viewed as early adopters in what is a sea change in how recruiting is performed inside an organization. Avature CRM enabled talent acquisition practices to step beyond the constraints of the traditional Applicant Tracking System (ATS), allowing recruiting managers to focus on strategic alignment, go-to market approaches, communication plans and asset development. The agility of the system and the freedom to try out new ideas and quickly launch programs factored significantly into the success of their strategies.

Finally, improved reporting and metrics helped recruiting managers tell a stronger, more compelling story about their methods, efforts, and results, and altered the dynamics of the recruiting-hiring manager relationship.

"Managers now look to recruiting as a value added resource. Without Avature CRM we wouldn't be in this position - to strengthen our in-house agency approach, adding value."

Tara Gallone, Recruiting Manager, Reebok International

About

adidas

For over 80 years the adidas Group has been part of the world of sports on every level, delivering state-of-the-art sports footwear, apparel and accessories. Today, the adidas Group is a global leader in the sporting goods industry and offers a broad portfolio of products. Products from the adidas Group are available in virtually every country of the world. Our strategy is simple: continuously strengthen our brands and products to improve our competitive position and financial performance. For more information go to www.adidas.com

KellyOCG

Kelly's Outsourcing & Consulting Group (KellyOCG), Recruitment Process Outsourcing (RPO) practice is a global leader in managing enterprise-wide talent acquisition process, sourcing & recruitment solutions. Since 1995, we have delivered best-in-class talent acquisition processes and services with a proven record of success through our experience in advanced sourcing techniques, LEAN methodologies and recruitment process design and management. 100% of our global business capabilities are dedicated to RPO, with over 500 recruitment professionals across 43 sites nationwide & in 27 countries to provide recruitment solutions for clients ranging from 75 to 7,000 annual hires. For more information on the KellyOCG practice, please visit www.kellyocg.com today.

Providence

Providence Health & Services is a not-for-profit health system committed to providing a comprehensive array of services to meet the needs of communities across five states, including Alaska, Washington, Montana, Oregon and California. Providence continues the legacy of the Sisters of Providence and the Sisters of the Little Company of Mary in the West spanning more than 150 years. Providence Health & Services includes 27 hospitals, more than 35 non-acute facilities, physician clinics, a health plan, a liberal arts university, a high school, approximately 49,000 employees and numerous other health, housing and educational services. The system office is located in Renton, Washington. For more

information go to www.providence.org

Reebok

Reebok is an American-inspired, global brand that creates and markets sports and lifestyle products built upon a strong heritage and authenticity in sports, fitness and women's categories. The brand is committed to designing products and marketing programs that reflect creativity and the desire to constantly challenge the status quo. For more information go to www.reebok.com/US/

Seven Steps Recruiting

Seven Step Recruiting is an outsourced recruitment services company headquartered in Boston, MA. Seven Step Recruiting helps companies meet recruitment challenges involving volume, scale, resource constraints, compliance issues or logistical hurdles. Seven Step Recruiting has a proprietary team-based approach to volume recruitment management. Their process is flexible, scalable and metrics-based from beginning to end. The most important metric in their business comes from their regular, ongoing client satisfaction surveys. For more information go to www.sevensteprpo.com

Avature

Founded in 2004 by Dimitri Boylan, Avature provides Web 2.0 Talent Acquisition software designed for high impact networking and global service delivery. Avature's highly flexible system lets users design a multitude of unique programs to enhance their Talent Strategies. Avature CRM delivers the ability to redefine hiring manager relationships and upgrade the candidate experience with Dashboards and Interactive Portals. With Avature CRM, recruiters generate higher quality pipelines for every assignment. More information on Avature can be found on line at www.AvatureCRM.com

Susan Burns

As the founder and Chief Talent Strategist of Talent Synchronicity, Susan Burns develops strategic talent solutions through an integrated alignment with core business functions and processes. Susan also serves as Executive Director for The Future of Talent Institute - a community of senior talent leaders influencing the future of talent. Previously, Susan was Worldwide Talent Acquisition Leader with Waggener Edstrom Worldwide. Prior to Waggener Edstrom, Susan was Operating Vice President of Employment Initiatives and College Relations for Macy's Inc. Susan can be found on line through TalentSynchronicity.com