Recruiting Summer Academy
Digital transformation and its impact on Recruiting

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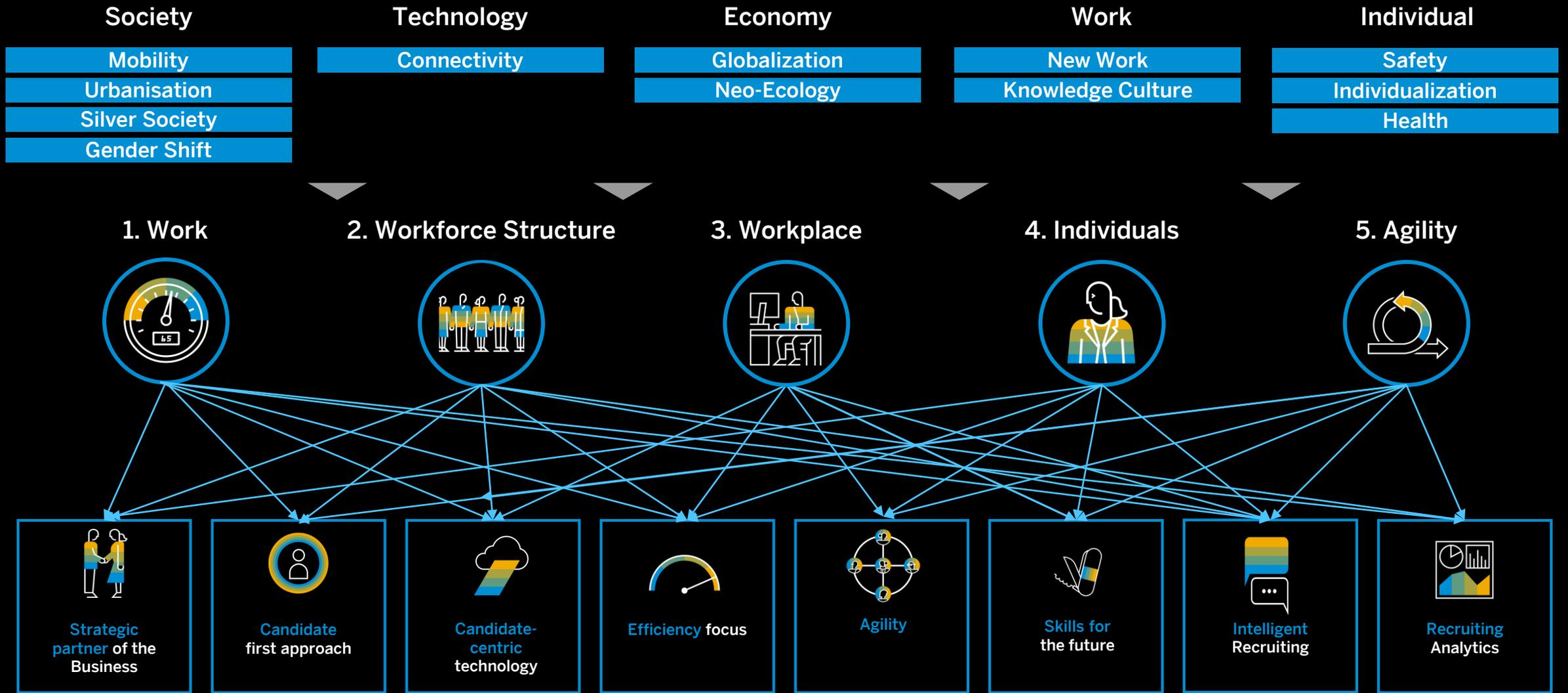in Join me on LinkedIn or 🐦 Follow me on Twitter: @stephan_koenen

THE BEST RUN SAP

Key Shifts at Work – Megatrends are affecting the Future of Work resulting in need for action also for Recruiting

Society	Technology	Economy	Work	Individual
Mobility	Connectivity	Globalization	New Work	Safety
Urbanisation		Neo-Ecology	Knowledge Culture	Individualization
Silver Society				Health
Gender Shift				

1. Work

2. Workforce Structure

3. Workplace

4. Individuals

5. Agility

Strategic partner of the Business

Candidate first approach

Candidate-centric technology

Efficiency focus

Agility

Skills for the future

Intelligent Recruiting

Recruiting Analytics

What is digital HR transformation? What are the

Digital HR transformation is a fundamental rethinking of employee experience, HR business models, and HR operations. It's about finding new ways to deliver value, make people more engaged, and improve efficiency – and HR is using innovative technologies to do it.

Recruiting Strategy

Culture

Recruiting Operations

Recruiting Technology

Outside-in: Thought leadership, trends & what we know from others

Amazing candidate experience

- **Role of the recruiter:** Advocate of the candidate with candidate experience as highest goal
- **Moments-that-Matter (MtM):** Interview and Feedback during job application are seen as key MtM in the HR experience journey
- **Simplification** of the application process leveraging device agnostic technology solutions (e.g. guiding people to jobs on the career page)
- **Clear measurements** of the candidate experience (Candidate NPS)

Hiring for best fit

- **Interviewers must be qualified/certified** and held accountable for driving the candidate experience and hiring the best
- **Hiring Committee** jointly takes the hiring decision after calibrated discussion
- The **hiring manager is not the sole decision maker**
- **Bar-Raiser:** Selected interviewers have the mandate to ensure "hiring the best"

Talent Sourcing / Talent Intelligence

- **Approaching passive candidates:** Building and nurturing pipelines by team of Talent Intelligence Partners
- **Candidate Persona** by skill segment describes the digital image of the candidates and reflects diversity ("Talent Modeling")
- Leveraging **AI-based Intelligence**

A unique approach to Recruiting in the Candidate Experience era

Hire of the best fit

- Every interviewer must be enabled on Best Run Interview training
- Use Talent Intelligence to unlock passive candidates and provide talent market insights
- Raise the bar with every hire through data driven decisions, e.g. assessments and breaking our hiring patterns by attracting future skills from companies we admire

Build an amazing candidate experience

- Get back to all candidates at each stage
- Increase competitiveness of our offerings, especially for superstar candidates
- Prioritize the candidate as key consumer for Hiring Managers and Talent Acquisition

Use the power of technology

- Leverage chatbots and AI to guide applicants to opportunities and engage candidates
- Implement new technologies for intelligent and effective candidate screening

An engaging, consumer-style experience throughout Recruiting and Onboarding

Employer brand

Manage Positions

Job posting

Talent Search

Careers site
Search for Job

Quick Apply on mobile
Post Application

Pre-selection

Post Interview
Interview

Final decision/ offer

Get offer

Manage Hire / Rehire

Mobile-enabled Onboarding

First day

Meet new colleagues

Experience data
Moments that Matter

Candidates:
✓ Simple navigation
✓ Simple application
✓ Quickly learn about the new company, culture and purpose
✓ Highly personalized, mobile enabled onboarding experience

Managers:
✓ Simple hiring experience
✓ New hires faster onboarded
✓ Diverse workforce
✓ Meaningful analytics
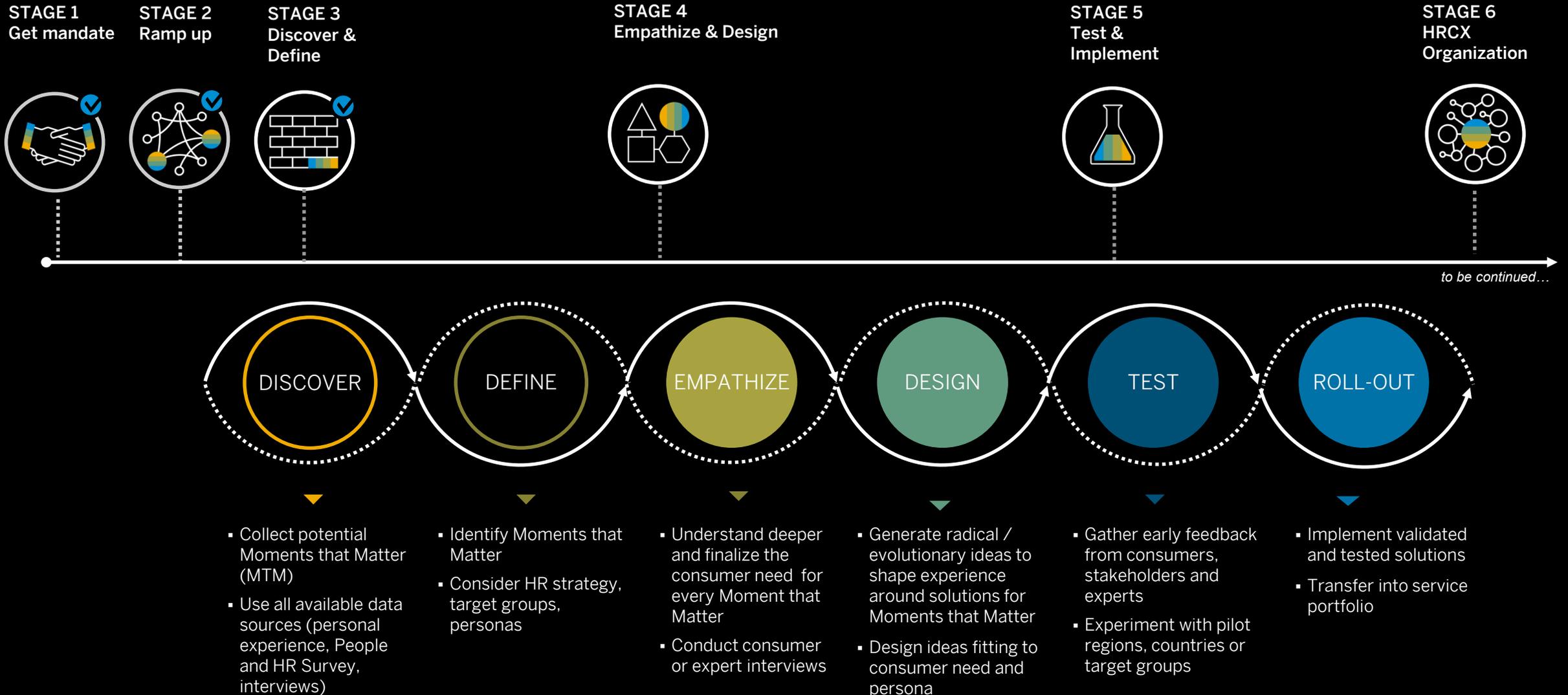
HR:
✓ Strong employer brand
✓ Reduced time to fill
✓ Pipeline of passive candidates
✓ Candidate fit leveraging intelligent technologies
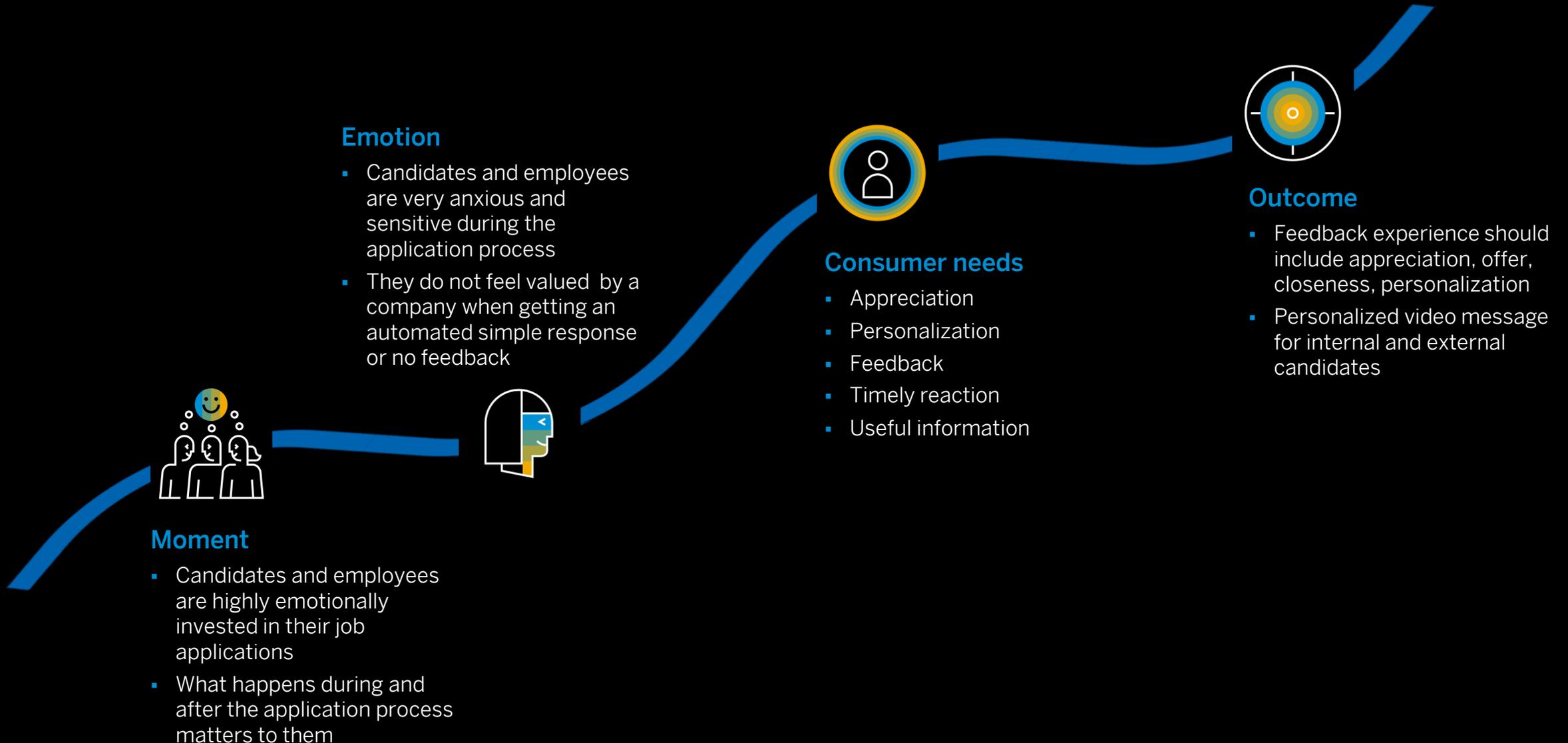✓ Reduced time to productivity for new hires

Organization:
✓ Better hiring decisions
✓ Reduced cost per employee hired
✓ Reduced time to productivity for new hires
✓ Diversity as a success factor for the business by removing bias

MtM Design Thinking Methodology: Discover, Design, Deliver

STAGE 1
Get mandate

STAGE 2
Ramp up

STAGE 3
Discover & Define

STAGE 4
Empathize & Design

STAGE 5
Test & Implement

STAGE 6
HRCX Organization

to be continued…

DISCOVER

DEFINE

EMPATHIZE

DESIGN

TEST

ROLL-OUT

- Collect potential Moments that Matter (MTM)
- Use all available data sources (personal experience, People and HR Survey, interviews)

- Identify Moments that Matter
- Consider HR strategy, target groups, personas

- Understand deeper and finalize the consumer need for every Moment that Matter
- Conduct consumer or expert interviews

- Generate radical / evolutionary ideas to shape experience around solutions for Moments that Matter
- Design ideas fitting to consumer need and persona

- Gather early feedback from consumers, stakeholders and experts
- Experiment with pilot regions, countries or target groups

- Implement validated and tested solutions
- Transfer into service portfolio

Example: Getting feedback during job application process

Emotion
- Candidates and employees are very anxious and sensitive during the application process
- They do not feel valued by a company when getting an automated simple response or no feedback

Consumer needs
- Appreciation
- Personalization
- Feedback
- Timely reaction
- Useful information

Outcome
- Feedback experience should include appreciation, offer, closeness, personalization
- Personalized video message for internal and external candidates

Moment
- Candidates and employees are highly emotionally invested in their job applications
- What happens during and after the application process matters to them

Example: Starting on the first day

Emotion
- The excitement of starting a new chapter is mixed naturally with feelings of anxiety and uncertainty

Consumer needs
- Feeling welcomed
- Feeling guided
- Belonging
- Confidence

Outcome
- Make employees feel welcomed and connect them to their new colleagues

- To make the first day truly memorable activities can be considered such as an "idea shop" for teams to prepare for the upcoming first day or a special welcome in an all-hands with reserved seat

Moment
- The first day an employee joins the company or begins a new role in a different team significantly shapes the employee's journey with the team and the company
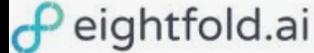
Deliver Intelligent Recruiting

MY ALLY

Interview Scheduling

AI-powered solution that fully automates recruiting coordination through human-like communication with candidates, interviewers, and recruiters

eightfold.ai

Recruiting AI

Find, engage and retain a diverse workforce with the an AI powered Talent Solution

ideal.

Screening & Matching Powered by AI

Ideal is an AI-powered talent screening and matching system that helps enterprise teams make more accurate, fair, and efficient talent decisions

pentos

Candidate Information for Works Council

Efficiently involve the Works Council in the hiring process

Recruiting AI

Instantly match the market's highest fit, most qualified, and in-demand candidates to any open role

cammio
Video recruitment experts

Video Recruitment

Video Recruitment improving the hiring process with best-in-class video recruitment technology featuring live, automated and video pitch interviews

Thank You

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