



Elevating candidate experience and employer brand

Leading global technology company, with over 100,000 employees and 500 recruiters, transforms its hiring strategy by leveraging the SocialTalent e-learning platform to embed a culture of development and future-proof its approach to talent acquisition.

Summary

By partnering with SocialTalent, this global technology company set in motion a commitment to hiring excellence. In the face of growing demands from the business and an evolving talent landscape, it became imperative for the TA team to transform its approach to hiring.

The aim was to create a global strategy that enhanced the candidate experience and elevated the employer brand. SocialTalent enabled this evolution. Through the use of specific training content and targeted learning paths, SocialTalent supported the transition and development of the entire TA team. This in turn enabled alignment within the business, created a long-term strategic approach to hiring and building talent pipelines, and improved the employer brand by turning candidates into advocates for the company.

Company and Industry

Leading global technology brand, with over 100,000 employees and 500 recruiters

Challenge

- Elevate the candidate experience
- Improve the hiring manager experience
- Differentiate the employer brand in a highly competitive market
- Refine the talent attraction strategy

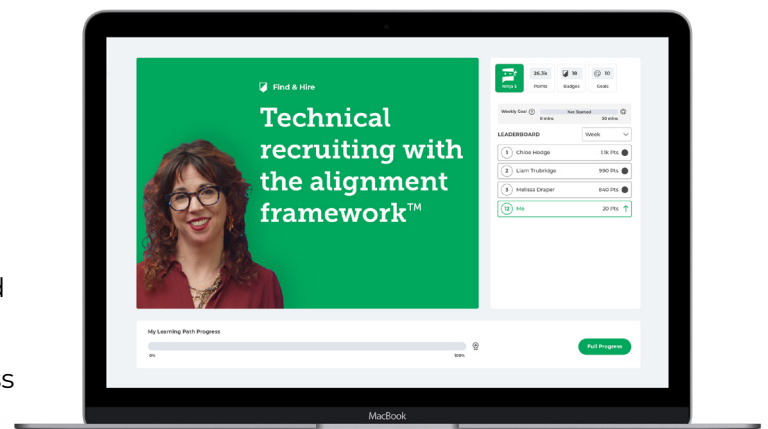
Approach

Company uses SocialTalent to train its TA team to transform its hiring approach:

- Shifted from transactional to long-term strategic approach to hiring
- Reorganized TA into 4 distinct roles
- Implemented inclusive hiring strategy to build better relationships with candidates
- Developed recruiter role into strategic business partner to better engage with the business

Business Impact

- Enhanced candidate experience through better communication and engagement
- Elevated employer brand by turning candidates into brand advocates
- Improved quality of hire through better partnering with hiring managers
- Increased alignment between TA and the business
- Embedded culture of L&D across TA generating better quality results leveraging SocialTalent



Challenge

Rapidly changing technological and competitive landscape

One of the world's leading global technology brands was facing a rapidly changing technological landscape – with the advent of several disruptive technologies such as AI, and changing competitive environment. A key business driver for the company was the need to protect its existing markets, grow into new markets, while continuously driving new product innovation.

Rapidly changing talent landscape

Along with these evolving business demands, the company was facing a rapidly changing talent landscape – as new industries and technology continued to influence the skills and capabilities required by the business to achieve its results and market leadership.

Driving continuous improvement across the business and the hiring process

While the business was looking for ways to optimize organizational efficiency and performance across every team company-wide, there was a desire **to drive continuous improvement** throughout the whole hiring process.

Fundamentally, this huge global brand was challenged with adapting to change under pressure forcing it to **reassess its whole approach to hiring and talent acquisition (TA)**.

A thorough assessment revealed key focus areas for TA

The TA team looked at the leading market trends affecting the area of talent and also used customer satisfaction surveys with its key stakeholders to inform its decision-making and its next steps. This assessment revealed some interesting insights and enabled TA to identify the key challenges it was facing and the critical areas that needed to be addressed.

Improving the candidate experience

TA knew that it needed to improve its overall candidate experience, particularly around communication. The company regularly performed candidate experience surveys which revealed that communication was an area that could be enhanced. The findings indicated that candidates were looking for clear, consistent communication throughout the whole hiring process.



Improving the hiring manager experience

The company also regularly performed hiring manager satisfaction surveys. Based on the surveys, the TA team learned that it could do better in terms of adding more value to the hiring process versus just facilitating the process.

Despite the TA team successfully fulfilling tens of thousands of jobs every year, the survey results revealed that hiring managers expected TA to be more consultative, to partner with them and to better understand the needs of the business.

Better differentiating the employer brand

With stiff competition in the marketplace for key talent, the company wanted a way to continue to differentiate its employer brand. While it was a well-known global company, with a great reputation, it needed to make sure it appealed to future generations of employees. Candidates' desires and behaviors were also changing, and TA knew it had to adapt.

From a business perspective, it needed to hire for new and emerging technical skills that were also in high demand with its competitors. With intense competition in the market for these critical skills in new technologies, the company wanted to take a long term, more strategic approach to hiring that positioned the business for success well into the future.

Refining its talent attraction strategy to resonate with Gen Z

With the rise of the Gen Z generation of employees in the workplace, the TA team knew it needed to better understand this segment of employees. They had to examine Gen Z's particular needs, what they look for in an employer, what motivates them, how they consume content. The company felt it was important to refine its talent attraction strategy to make sure it would be relevant and resonate with this growing segment of employees.



Approach

Strategic transformation of the hiring journey

TA leadership responded with a complete redesign of its global hiring strategy. Their aim? The total transformation of the hiring journey and the company's hiring process.

The new strategy was created to meet the immediate challenges facing the company. But, it also helped future-proof the company's approach to talent acquisition.

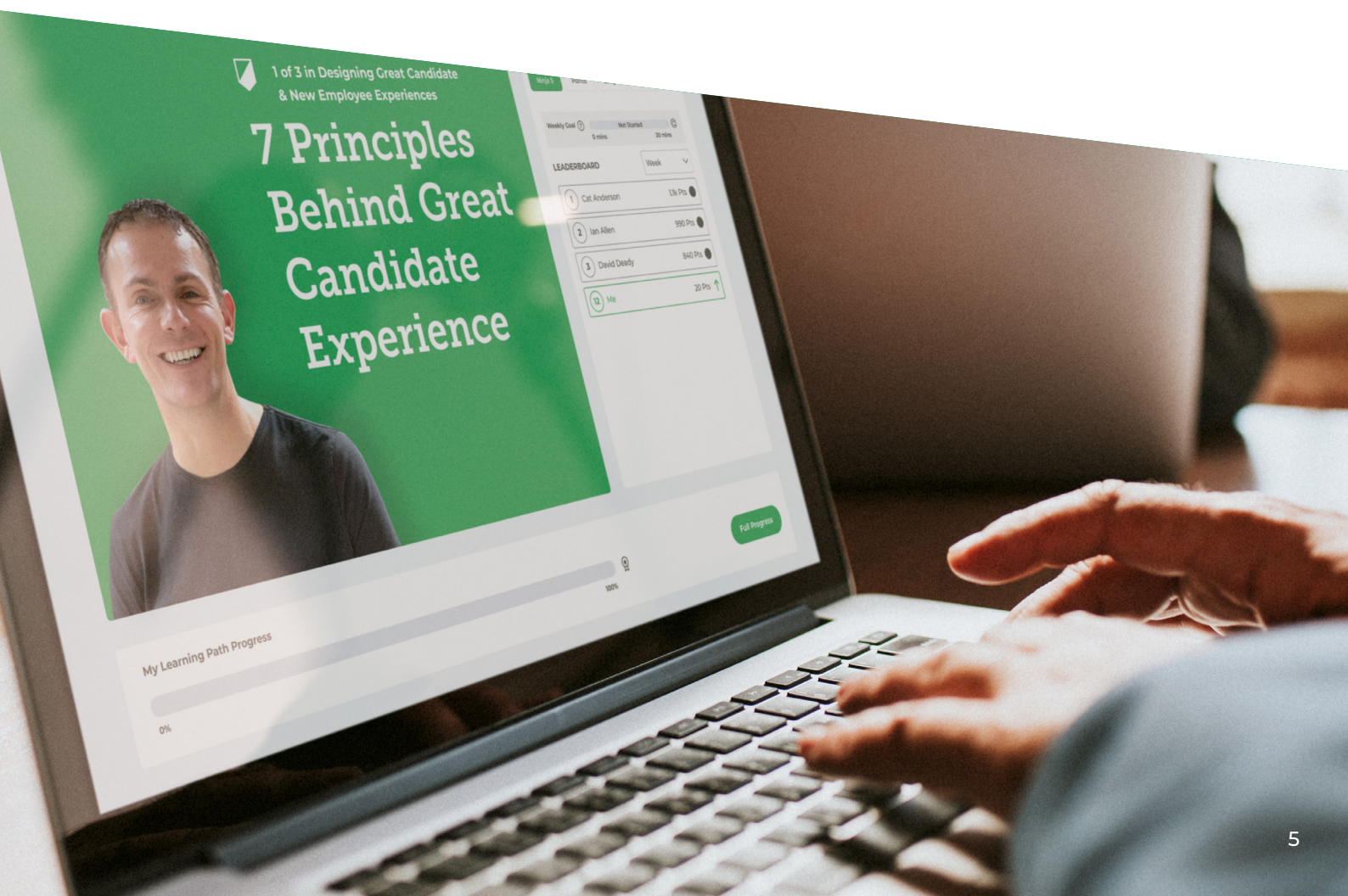
Putting the Customer at the heart of the TA strategy

The company wanted to put the customer at the heart of the TA strategy. Three distinct customer stakeholders were identified – the **candidate**, the **hiring manager** and the **individual team members** within the TA organization.

The transformation strategy was also built around three core elements:

1. Improving the hiring process globally
2. Building better relationships with internal stakeholders and candidates
3. Developing the skills and competencies of the TA organization leveraging SocialTalent's elearning platform

To enable its global hiring transformation strategy the company invested in the training and development of its TA team leveraging SocialTalent's elearning platform



Transforming the hiring process

The company built a new hiring operating model to better manage its hiring process and take a long-term, strategic approach to talent acquisition and management.

The new hiring operating model allows the TA team to move past simply attracting and keeping up with the volume of applicants. Now, the focus is on engaging with the best talent – whether internal or external, passive or active – and building long-term relationships with those candidates.

Evolving from transactional fulfilment to building long-term talent pipelines

The new hiring model emphasizes building healthy pipelines of talent versus focusing on the fulfilment of open requisitions on a transactional basis. With the new approach, the TA team leverages data to ensure pipelines are healthy and that the quality of candidates is consistently high.

Reorganizing the TA team into 4 distinct roles

To support this new approach, the company overhauled its TA organizational structure and redesigned all the roles within TA. It moved from a model which had end-to-end recruiters to a model which had 4 distinct roles:

- Recruitment Marketers
- Sourcers
- Recruiters
- Talent Coordinators

SocialTalent supporting the process transformation

The SocialTalent elearning platform has been instrumental in helping the TA team shift from a transactional mindset to a long-term, strategic approach to hiring. As the TA team was redesigned and reorganized into 4 distinct roles, SocialTalent was used to provide ongoing training and development.



Building better relationships – internally and externally

Another key premise of the new hiring model centered around building better relationships, both within the business and externally with the candidate – essentially, its two customers.

Partnering with the business and hiring managers

Inside the business, the TA team partnered with hiring managers, and everyone involved in the hiring journey, to create a more collaborative way of working. The goal was to align every stakeholder right across the board.

Creating long-term relationships with candidates through regular engagement

And outside the business, the focus was fully on the candidate. The new hiring model gave the TA team the platform to prioritize the candidate experience and to build stronger and longer-lasting relationships with some of the best talent in the industry – whether they were a target for the short or long term.

Moving to an inclusive candidate strategy

The philosophy of the new model was that while a candidate might not be right for a specific open role, they may be suitable for other roles in the future. Or, they may be a close contact of an impressive AI engineer, for example, who would make a great fit for a current open position or one in the future.

The premise of the model was to evolve from a place of rejection and elimination to a more inclusive hiring strategy. Ultimately, the goal was to turn all candidates into advocates for the company's brand. So, it was not just about looking at the individual but also factoring in the influence that individual has.

Elevating the employer brand

The model focused on elevating the candidate experience and building employer brand equity that would allow this technology leader to differentiate its global brand from other employers in a competitive job market.

This was about creating a candidate experience and employer brand that people would remember, and ultimately turning candidates into brand advocates.



SocialTalent has provided the TA team with the training and development to partner and consult with their internal stakeholders, and to better engage with candidates to improve their overall experience.

Developing the skills and knowledge to improve every stage of the hiring process

One of the knock-on effects of this new model was that the TA team needed very different skillsets. The new TA organization looked very different to the old one.

So, the final part of the strategy was about empowering the TA teams with the skills and the knowledge to execute the strategy. The company's new hiring model emphasized the importance of the TA team, and its employees, as the third customer.

Partnering with SocialTalent to train and develop the global TA team

The company chose SocialTalent as its e-learning platform to provide ongoing training and development to its TA teams to equip them with the skills they needed to elevate every stage of the hiring process – from finding, engaging and hiring, to onboarding and managing great talent.

Taking TA to the next level

Working in partnership with SocialTalent, TA leadership mapped out the skills and knowledge required to deliver the results needed by the company, now and in the future. The next step was then to build the training programs to take its teams to the next level.

Covering everything from market insights and training on the art of influence, to building relationships and business partnering, the TA team was able to upskill at pace and at scale with SocialTalent.

Customizing learning paths within SocialTalent

One of the strengths of the SocialTalent e-learning platform is the ability to customize different learning paths for all the roles within TA. While there are some skills that are common, there are also some that are unique to each role.

For instance, it is critical for the recruiter to develop skills in relationship building and business partnering so that the role could evolve from being transactional to being more consultative, business-focused and strategic.

Ongoing commitment to L&D

The company's long-term commitment to empowering the TA team with best-in-class L&D has been one of the critical success factors of its hiring transformation strategy.



Business Impact

The new hiring model is transforming results for the TA team and the business. Behind its success are:

- **Stronger TA/hiring manager relationships**
- **An improved candidate experience**
- **A more skilled and knowledgeable TA team, driving hiring standards at a global level**

Put simply: the new strategy is delivering for TA teams, candidates and the business, while also setting standards for a whole industry.

Enhanced candidate experience through better communication and engagement

The results from the most recent candidate experience surveys have shown **continuous improvement**. This can be attributed to several factors. Assuming a long-term outlook and approach to working with candidates has had a big impact. But also, having sourcers and recruiters work closely together with candidates has boosted engagement.

Furthermore, segmenting TA into the four distinct roles and clearly defining which role is responsible for what aspect of communication with the candidate, has resulted in significant improvements in communication.

Turning candidates into brand advocates

By elevating the candidate experience, refining its talent attraction strategy and adopting a hiring ethos of turning candidates into brand advocates, the company is investing in its employer brand.



"SocialTalent is much more than a training vendor - they're partners playing a significant role in shaping our TA strategy, enabling us to roll out a successful TA transformation across multiple markets."

– Talent Experience and Attraction Manager

Improved quality of hire through better partnering with hiring managers

The company's hiring manager satisfaction survey scores also continue to increase since the implementation of the TA transformation strategy. Two key metrics that are measured within the hiring manager survey, that have seen significant improvement, are **quality of candidate** and **quality of hire**.

These metrics have increased because TA now has a much more robust marketing recruitment program in place, and combined with its more focused sourcing efforts means it is able to get to the right level of candidates.

Driving better alignment between TA and the business

At the heart of the TA transformation has been investing in the recruiter role and developing it into more of a strategic business partner by equipping the team with the skills to be able to build a deeper, more consultative relationship with the business. Investing in upskilling this role has resulted in much better alignment with the business.

In its most recent internal organizational health survey, conducted twice a year, the TA organization received very high scores. A testament to the efforts made to overhaul the entire process.

Embedding a culture of L&D across TA – generating better quality results

The ongoing investment and commitment made by the company to developing the skills of the TA team, and embedding a culture of learning within TA, has been well recognized and has received widespread positive feedback as represented by the company's most recent organizational health survey.

With each member of the TA team focused on their stage of the hiring journey, and equipped with the very best in training and L&D to excel in their area, this has generated more focused and better quality results. The SocialTalent platform encourages the TA teams to invest in their ongoing development and to continue to upskill and strive for better results for the business – driving a culture of hiring excellence.

Driving hiring excellence

Looking at talent acquisition employees as the third customer – in addition to candidates and hiring managers, that need to be nurtured and developed over time, has been a contributing factor to the success of the new hiring model.

For this technology company, asking these questions was crucial – what training and development do we need to provide? how can we make the process more efficient and easier for the candidate, the hiring manager but also the TA team itself? What technology will augment and enhance the hiring process?



Explore

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My learning path

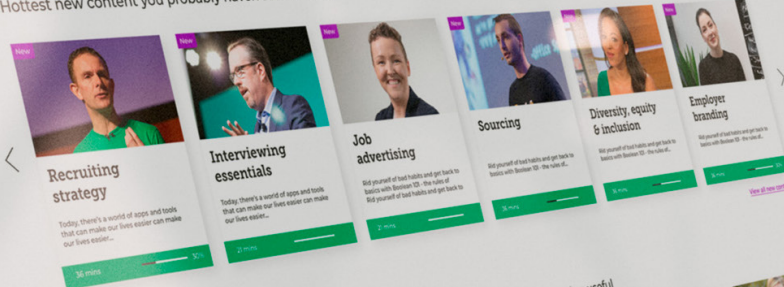
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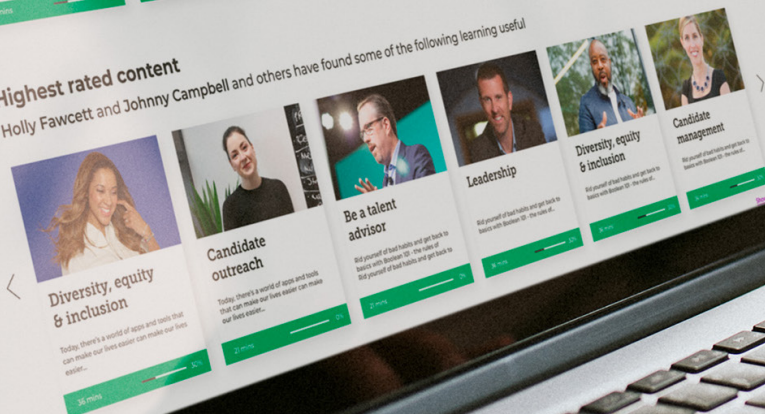
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About SocialTalent

SocialTalent is the world's only learning platform dedicated entirely to hiring. We give teams the skills and knowledge to find, hire, onboard and engage great talent. Learn from leading industry experts on an intuitive platform that can be easily tailored to your specific needs. SocialTalent is the solution for hiring excellence.

If you would like to **learn more** about how SocialTalent can help you and your organization to develop your skills to find, hire, onboard and engage with top talent, contact us today.

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