



IBM HR Summit

Be a part of the HR revolution.

BOSTON, MA | SEPTEMBER 6-8, 2016

Retail / High Volume Breakfast

September 8, 2016; 7:30 – 8:30am

Plymouth Room

Goals for Breakfast

- Introduce you to your Retail focused IBM leadership team
- Keep it real – give you ideas for next Monday
- Help you prioritize among many possible lines of work
- Share stats and findings to help you make the case



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Welcome and Introductions

Sherry Lautenbach, General Manager Distribution Market



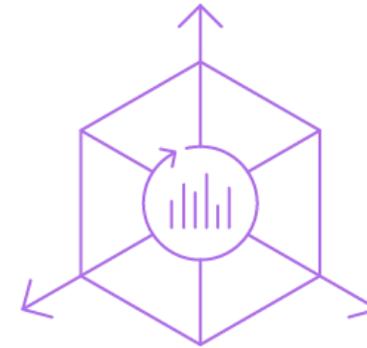
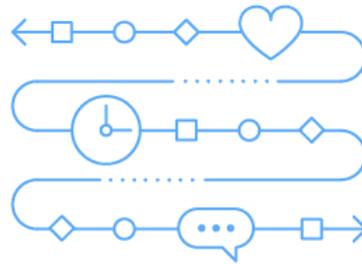
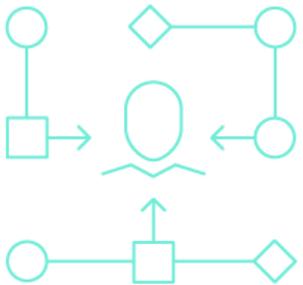
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Retail Environment & Priorities

Retail business imperatives for success.



1. Deliver a Smarter Shopping Experience

Retailers are more focused in 2016 on customers as individuals than segments, as compared to 2013

2. Drive Smarter Operations

56% of retailers report they aspire to be market pioneers

3. Build Smarter Merchandising and Supply Networks

Retailers, more than any other industry, are focused on mobile technology for supply chain to create seamless, personalized customer experiences

Retail & High Volume Talent Market

Demand (High)

- Retail salespeople are the second-fastest growing occupation in the US and the retail industry is expected to experience significant growth in the next decade
- Exact nature of jobs shifting as many are closing retail locations, but still high demand

Price (High)

We are living in a candidate's market – we have to compete for our talent

67% of retail organizations are challenged by a shortage of talent or intense competition in the market. –
Brandon Hall Group 2015

90% of recruiters feel the labor market is candidate driven (a 7% increase) – MRI Network 2015

Supply (Low)

- Harder to measure due to industry convergence – talent more likely today to cross industries
- The number of people who want full time season work has shrunk to its lowest level in many years (down by 1MM in 2015)

Sources – Department of Labor's Bureau of Statistics;
IBM IBV C-Suite study 2015

How Do We Compete Effectively for Talent?

- 1) Ensure Efficiency – focus on speed and simplicity
- 2) Enhance the Candidate Experience – focus on your customer
- 3) Elevate your Effectiveness – focus on the right talent

Less than 5% of our customer base has all of these fully optimized today



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Action to Take Today

Ensure Efficiency – Speed and Simplicity

Small Ideas

- Create a unique user/role for the Store Manager or equivalent

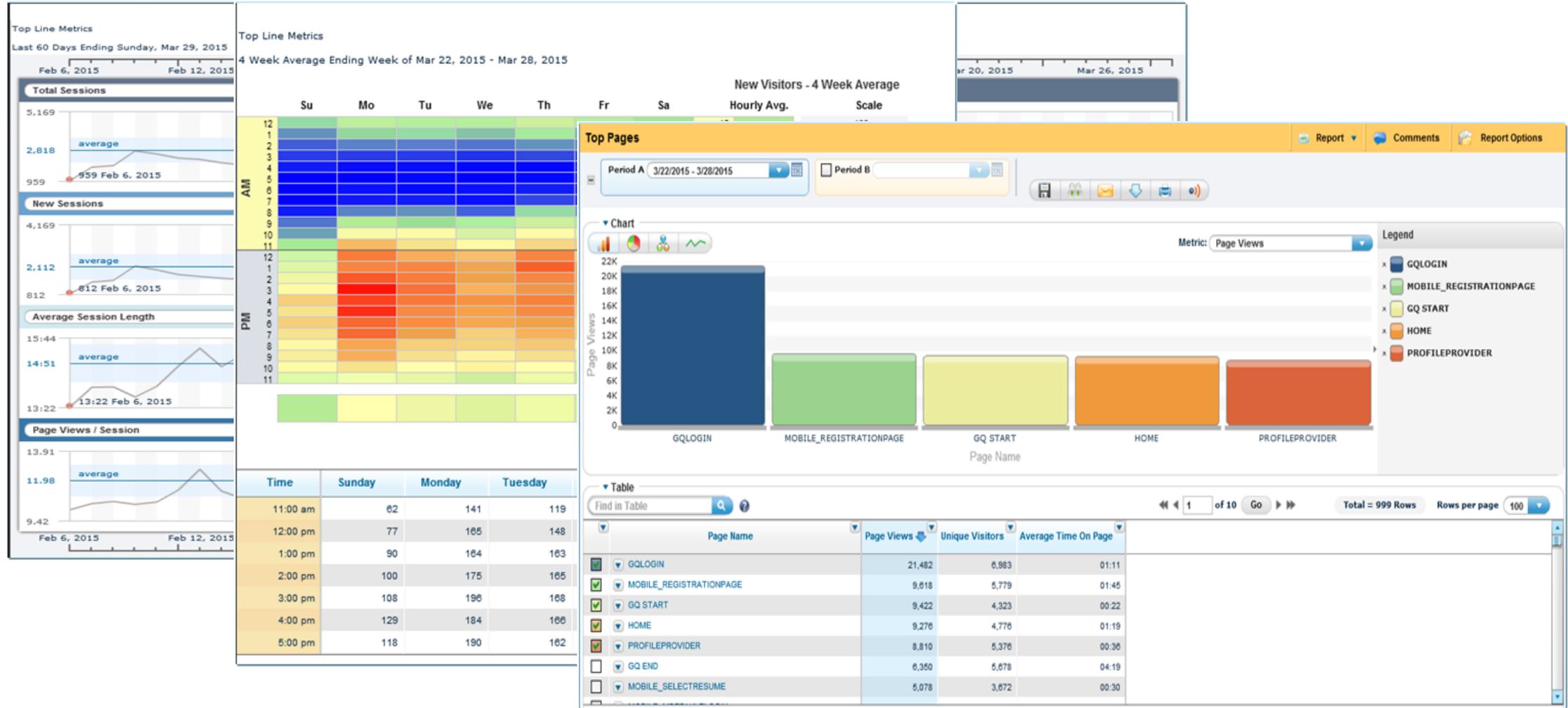
Bigger Ideas

- **Implement analytics for your own Talent Acquisition process**
- **Automate candidate relationship management (CRM)**

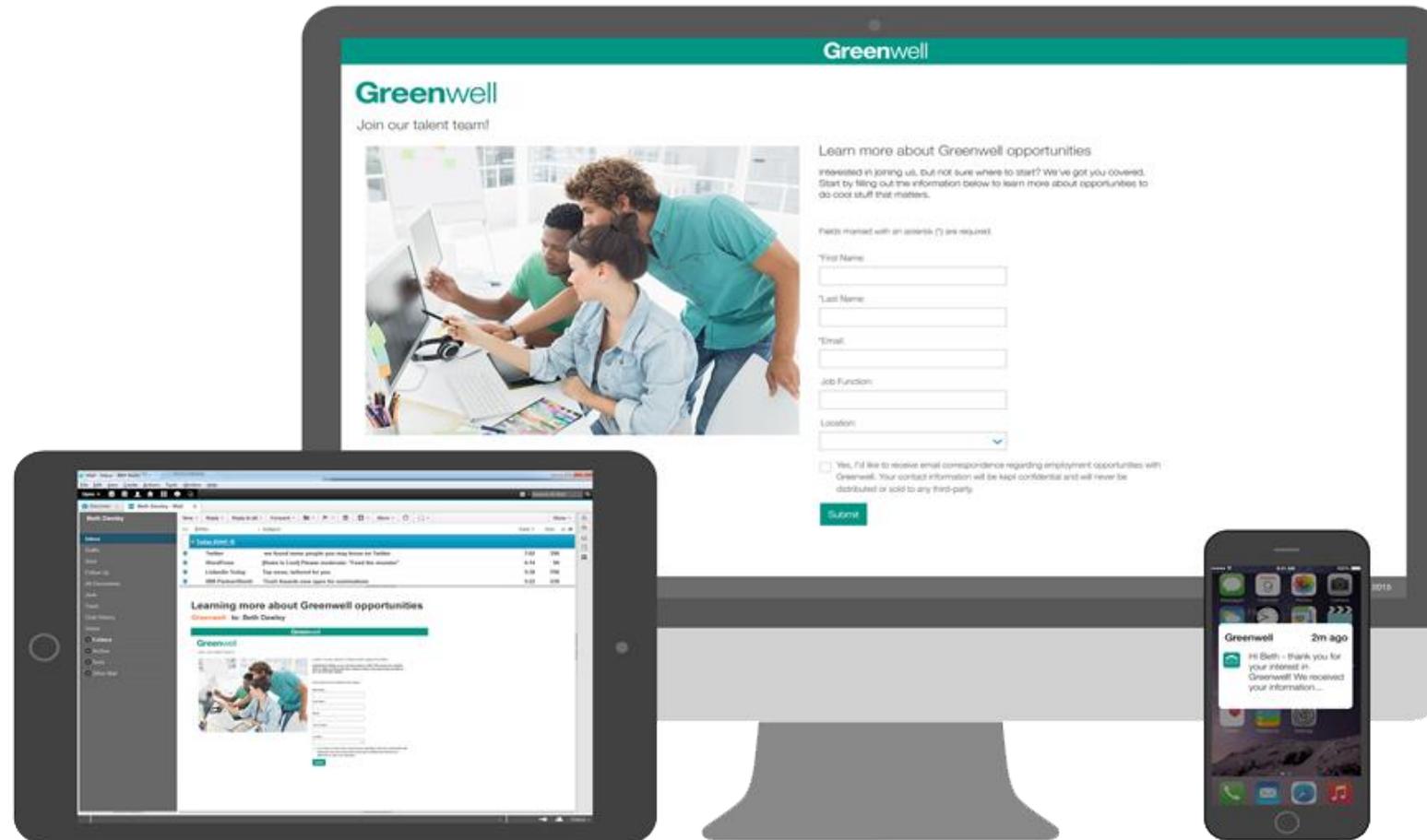
Big Idea

- Cognitive Recruiter – check it out in other parts of the conference

Job Seeker Behavior Metrics



Proactively Source, Build Relationships, and Nurture



Ensure Efficiency – Helpful Stats and Facts

- 13% of retailers admit they are not using any metrics to evaluate their recruiting process. Of those who do most track efficiency using: number of qualified candidates, time to fill, and cost per hire (IBM Smarter Workforce Institute 2015)

The IBM clients who are using Job Seeker Behavior Analytics today have learned helpful insights like – candidates who use their mobile interfaces are 24% less likely to drop off than those who use a desktop.

76 % of applicants want to know how long it will take them to finish an application before it starts.

1 in 5 candidates is also a customer.

69% of job seekers say they're less likely to buy from a company after having a bad application experience.

HR Leaders see analytics as their top priority, however; nearly 90% believe they are not fully ready to take on the opportunity*

Global Human Capital Trends 2015 Report, Deloitte, 2015.

Measure what matters, Uncover what works!

Business Problem:

Customer had problem with applicant flow since go-live.
They have shown extremely high drop-off for their teacher applications.
No sure way of identifying what the problem was, only circumstantial information

The Need:

Uncover and accurately pinpoint the problem

The Solution:

- With Digital Analytics, they identified the issues
- 1 page in their GQ workflow that was causing 10 – 20% drop off
- Their applicants seem to have issues on the resume upload page
- Approximate 30% of their job seekers are coming from mobile devices.

Customer took the time to adjust their GQs – removing the page that was causing so many issues and working with their internal team on the resume upload page.

Overall, the change to the GQ resulted in a 3% reduction in drop-off rate immediately.

Enhance the Candidate Experience

Small Ideas

- Limit the number of required fields to those you HAVE to have
- Remove or limit approvals

Bigger Ideas

- **Brand your candidate experience consistently**
- **Mobile Optimize**

Big Idea

- MYCA – check it out in other parts of the conference

Brand your candidate experience consistently



Retail:

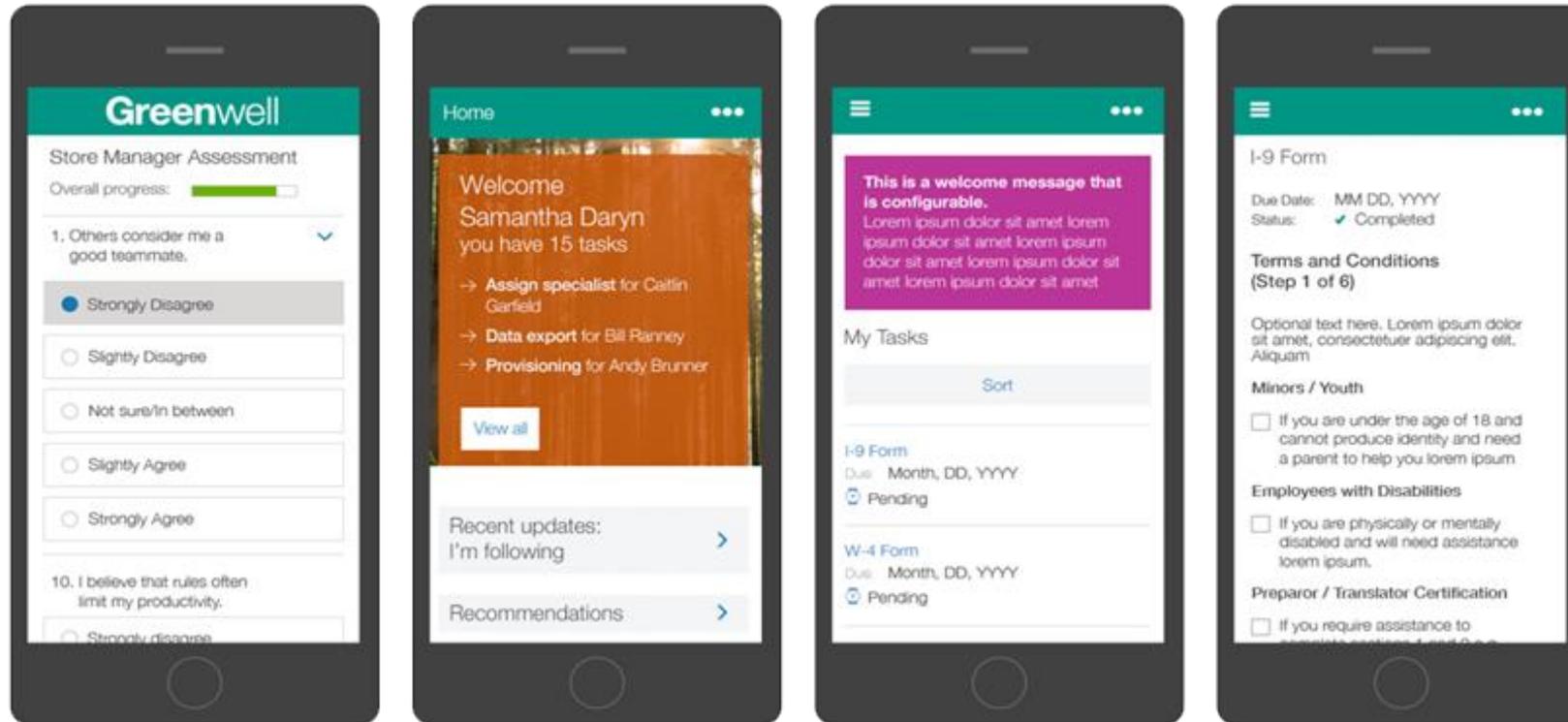
The most important factors that attract an applicant to apply are:

- 1) Better pay
- 2) Interesting Work
- 3) Job Security
- 4) Career Advancement*

What are you doing to highlight these factors in your branding?

Job seekers use up to 16 sources in their job search. Are you everywhere they are?

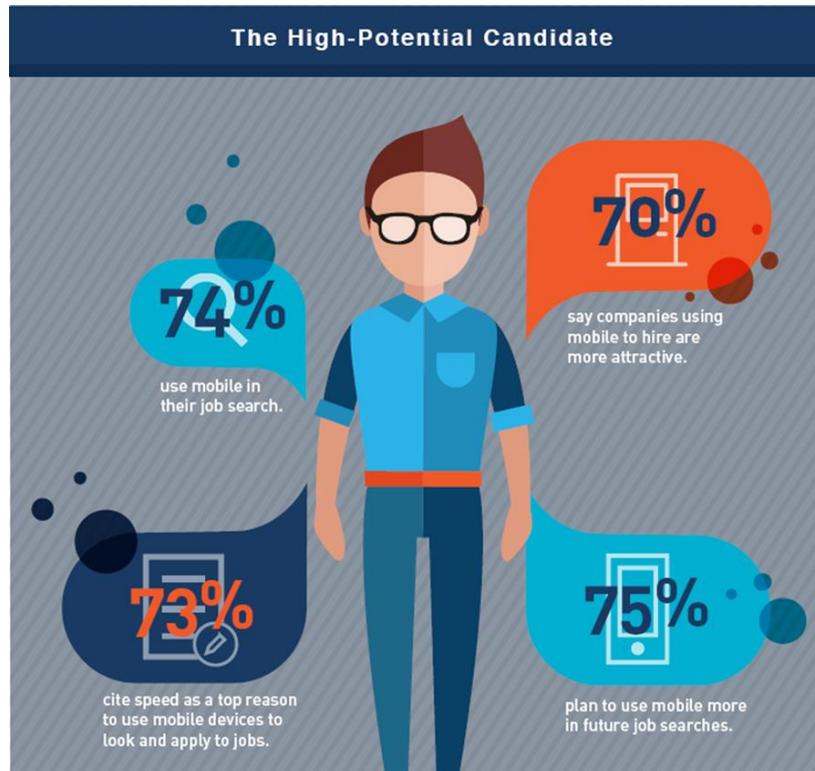
Mobile Optimize – Responsive Design



86% of active candidates use their smartphone to begin a job search

82% of organizations don't have job posts optimized for smartphone

Enhance the Candidate Experience – Helpful Stats and Facts



On average, job seekers use 18 different sources when searching for a job (CareerBuilder 2015)

Companies that prioritize candidate experience are more than twice as likely to improve their cost-per-hire on a YOY basis. (Aberdeen, 2015)



Example

- Two brands have seen candidate completions increase from 55% to 97% after mobile optimization
- Overall, almost 19% increase in total candidates with only 4 of 6 brands on Mobile (May – July: non-peak hiring)
- Candidate calls to the Support Center:
 - 5% decrease after 1 brand went live
 - 25% decrease after 4 brands live
 - The number of candidates applying has increased



Elevate your Effectiveness

Small Ideas

- Evaluate the skills of your own team – Do you have designers, creative writers, data analysts, workforce scientists?
- Consider tier capability that pulls candidates into view in batches for consideration

Bigger Ideas (Walk)

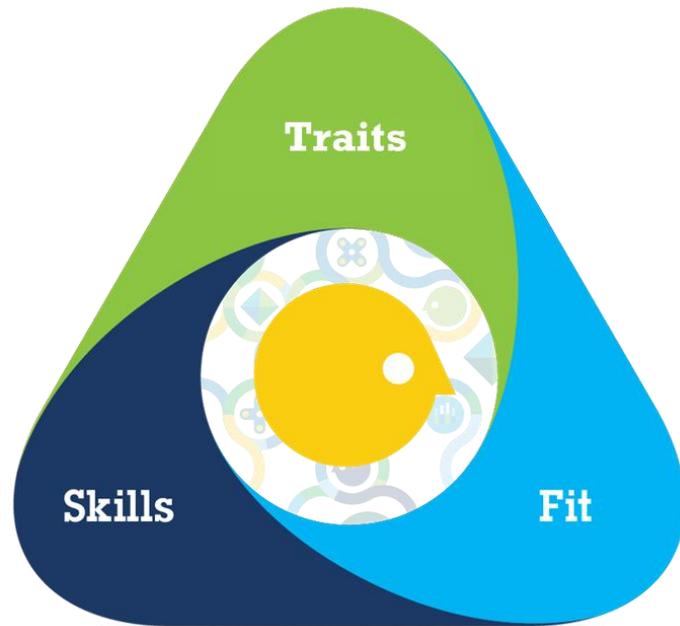
- **Assess job relevant traits/skills in critical job families with strong but lean tools**
- **Create an onboarding experience that is engaging and shrinks time to productivity**

Big Idea (Run)

- Watson Recruitment Advisor (WRA) – check it out in other parts of the conference

Pre-Employment Assessment

Retail: Detail Orientation, Adaptability, Dependability



Retail: Omnichannel changes some of the key needed skills (e.g. data analytics, UX design)

Disney

All about you...
Page 1 of 6

I adapt easily to constant
I enjoy environments with
I focus on my job as well a
I have a difficult time keep
There are factors beyond
This job is likely to provide

Our Culture and You

Bright Horizons is not just a company, it's a culture.

It's a special recipe of people, principles, and pride. It's the spirit of collectively using all of our unique gifts to serve employees, clients, families, and communities every day.

These questions will help us understand how you fit here.

For each pair of statements, check which one appeals to you the most.

- I prefer structure. I prefer flexibility.
- Being a team member. Being a team leader.
- Being busy all the time. Having time to take a break.
- Having clear instructions. Doing my own thing.

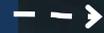
Bright Horizons
Family Solutions

Next

Retail: What makes you different from your competition, who fits with YOU! – RJP

NEW HIRE EXPERIENCES – EXCITE, ENGAGE, PERFORM

I am excited. I accepted a new job



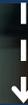
I filled out all of my paperwork on my phone and I haven't even started yet



I am not nervous about my first day. All my questions have been answered



My manager just connected me to my new colleagues. I am thrilled to be a part of this team.



My job is so important for the company
I understand exactly what I am going to do.



I've never learned so much so fast. I'm stretched and I'm loving it.



I joined recently, but I am already contributing to the team and helping others



The step by step guidance and check-ins help me keep on track



I know who to go to for help. I also have quick access to tools and resources.
Everyone is so helpful!

Elevate your Effectiveness – Helpful Stats and Facts

- Utilizing effectiveness metrics in your hiring process will decrease hiring mistakes overall (by nearly 18%) (IBM Smarter Workforce Institute 2015)
- Retailers are more likely to use objective metrics of effectiveness to evaluate their recruitment process (e.g. sales per employee) than other industries (47% retail vs 38% global average) (IBM Smarter Workforce Institute 2015)

Best in class organizations are 2.5x more likely than all others to track new hires' in the onboarding process (Aberdeen 2015)

66% of Retail companies with strategic hiring programs rely on pre-hire assessments (Aberdeen, 2015)

A close-up photograph of a hand holding a black and red power drill, driving a screw into a wooden board. The background shows other wooden planks and a clear blue sky with light clouds. The image is used as a background for a text overlay.

Improving recruiting talent and building new sales

(NA home improvement retailer)

67%
improvement in
success rate of hiring
high performers

\$7.7m
positive impact
for 1 year of hiring &
across the tenure
span of those high
performers hired

Solutions: Assessments



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Discussion – Next Steps to Stay Connected