



IBM HR Summit

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BOSTON, MA | SEPTEMBER 6-8, 2016

Ascena Retail Group

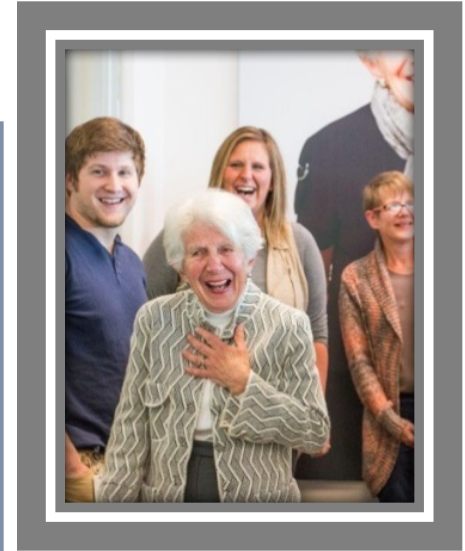
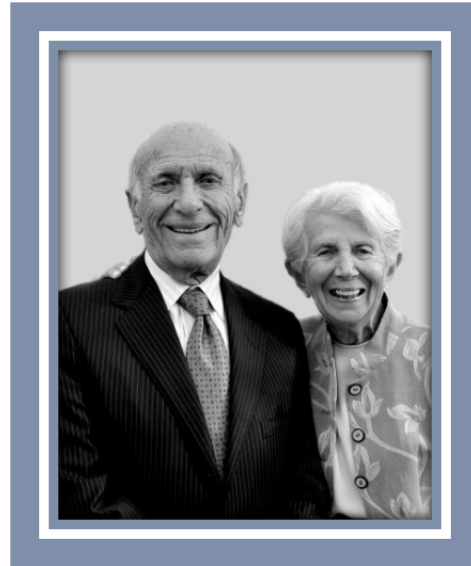
Leading National Retailer Serves Candidates as It Serves Customers

Agenda

- Ascena Retail Group
 - History, Evolution and Brands
- Talent Acquisition Landscape
- Kenexa Implementation and Go Live
- Post-Implementation Life
- Change
- Measuring Progress
- What is next?
- Q&A

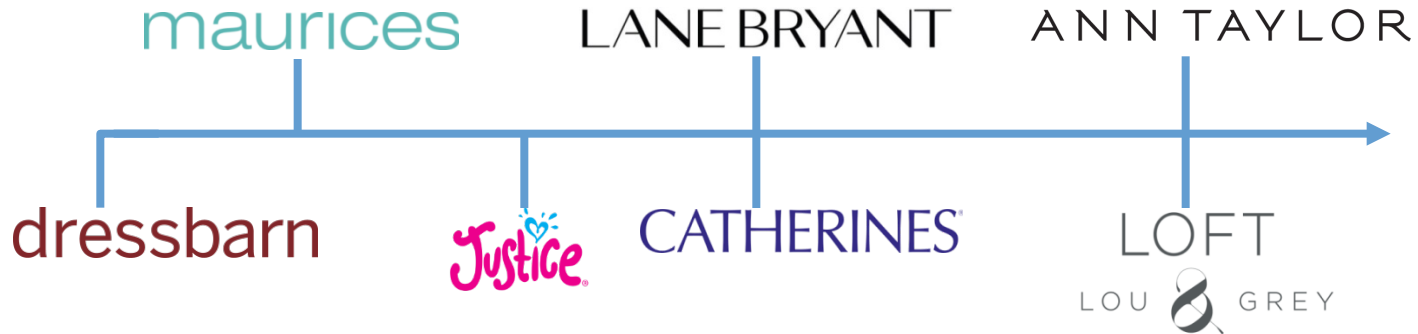
History of Ascena Retail Group

In 1962, Roslyn Jaffe saw a need for affordable fashion for women entering the workplace. With 3 small children at home, she opened the first dressbarn store. A risky leap of faith to be sure. But armed with her “lemons to lemonade” motto, she helped grow that single store into what is now the Ascena family of brands.



Evolution of Ascena Retail Group

- 2005: dressbarn acquired maurices
- 2009: Tween Brands acquisition
- 2011: Ascena Retail Group, Inc. is formed
- 2013: Charming Shoppes (Lane Bryant & Catherines) acquisition
- 2015: ANN, Inc. acquisition



Ascena Retail Group

- Nearly 5,000 stores throughout the United States, Puerto Rico and Canada
- Approximately \$7.3 billion in revenue
- 67,000+ employees

Although each brand is truly unique, we all share a common goal—
We help people feel good about themselves.



#ImNoAngel



#PlusIsEqual



#ThisBody

Lane Bryant Campaigns

Lane Bryant believes that all women deserve great fashion. Not only that, they believe in women of all sizes. Their ad-campaigns start conversations and put a focus on empowering women to be all that they can be.

#ImNoAngel

#PlusIsEqual

#ThisBody

Justice

<https://youtu.be/N5woAlV5JM8>

Today's GIRL Inspires us!

She is at the center of everything we do. Live Justice is about her!

We celebrate her style and individuality and all that makes her unique and special. We believe she can be anything she wants to be. She is independent, strong and fearless.

Every girl has the power to change the world. Every girl is awesome! We love that she chooses to live active, smart, together creatively, positively and connected.



Talent Acquisition

- 3 Location Types
 - Field
 - Retail Stores across the US, approx 5,000 locations
 - Corporate
 - 9 locations across 5 states hiring for both traditional & creative roles
 - Distribution Centers
 - located in 3 different states



ascena
shared services group

Talent Acquisition

- 6 unique brands
- One product instance
- 14,000+ active users across the US
- 40,000+ hires per year
- Shared Services Platform



dressbarn est. 1962 maurices Justice

LANE BRYANT CATHERINES

ANN TAYLOR LOFT

LOU & GREY



Talent Acquisition History

- Prior ATS Implementation in 2011 for 3 brands
- Kenexa Implementation in 2013 for 5 brands plus ascena SSG
 - BrassRing and Legacy Onboard
 - Foundational and Complex
 - Technology challenges
 - Search for Consensus

Post-Implementation Life

- Firefighting mode
 - BROWSER COMPATIBILITY ISSUES
 - Tickets... Tickets... Tickets... Open for MONTHS
 - Did we mention tickets? Oh, and RFE's
- We gave the users a road map... and they went OFF-ROADING
- Quiet stakeholders... Vocal Store Users
- User and candidate frustration

Feedback

We're losing people to competitors down the hall!

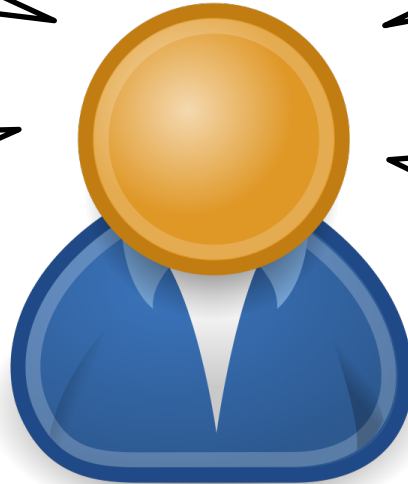
We're not getting any candidates!

Candidates and new hires always have to call for help.

The process is too complicated and it takes too long.

**We're a \$7B company and candidates can't use a mobile device?
New Hires can't use a Mac?!**

Users



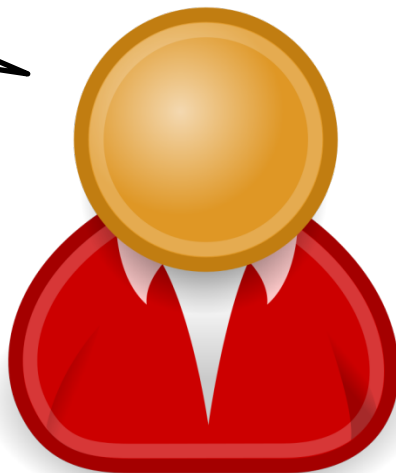
Feedback

**Can you
download
Adobe Reader?**

**What browser
are you using?
What version?**

**You may need to
go to the library
to finish your
paperwork.**

**I can't hear you...
Ohh, you're at the
library and it still
won't work?**



Support Center

Feedback

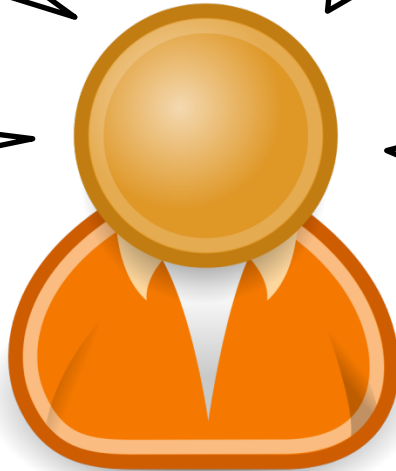
Do we need to budget for a new ATS? Again?

We thought we picked the market leader... and this doesn't feel like their best.

This was supposed to be better than what we had before...

My executives just got back from a store tour and all they heard was "#\$^@%\$&!!!"

Stakeholders



Change

- We were unhappy
- We NEEDED change
- Talent Suite kicked off change
- IBM HR Summit 2015
 - We're in a lot of pain. Why should we stay?
 - Why am I here? Talent Suite Implementation in DAYS

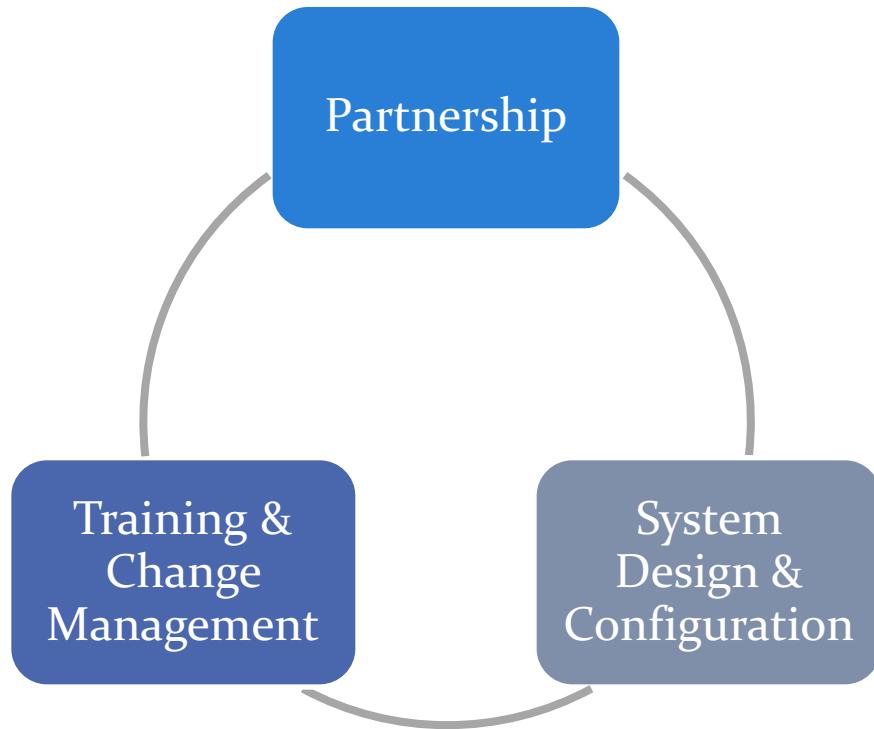


Change

- The implementation of Talent Suite in October 2015 gave us the time and resources to devote to evaluating and improving our system and process
- The Post-Summit 2015 Wish List:
 - Digital Analytics
 - Responsive Apply
 - Fixing the Purple Unicorn & the 7-wheeled car



CHANGE: Our Approach



3-Prong Approach to Achieve our Goals

Goals:

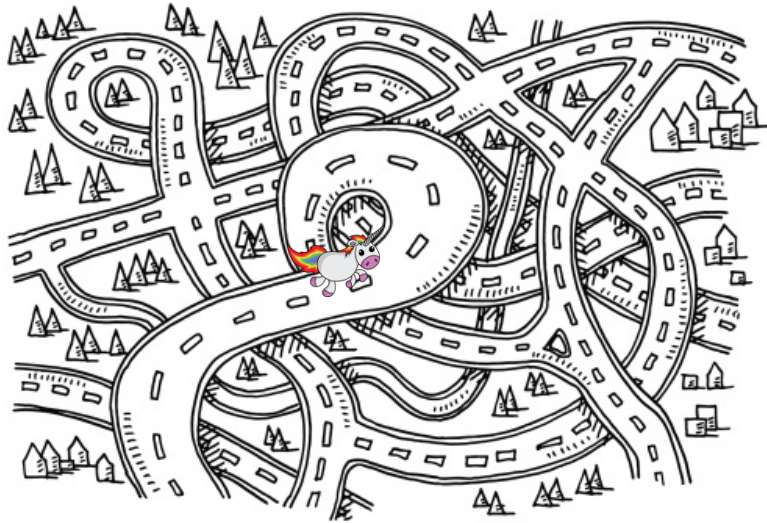
- Improve the user experience
- Shift the perception of Kenexa in our stores

CHANGE: Partnership

- Re-engage Stakeholders
- Connect with system users
 - Feedback via survey & focus groups
- IBM/Kenexa
 - Create a partnership with CSM/CSL
 - Network with other clients
 - Participate in client calls



CHANGE: System Design & Configuration



- Talent Suite Implementation
 - Browser Compatibility Issues
 - Workflow optimization
- Mobile Responsive Design
 - Responsive Search & Responsive Apply
 - 2xAssess (transfer from ProvelT)
- Multi-phase system audits
 - Onboard Review
 - BrassRing Review

CHANGE: Training & Change Management

- Current Endeavors:
 - Kenexa Spotlight
- Get the most bang for your training bucks by bundling changes together
 - Make invisible changes as soon as functionality allows to improve candidate experience and flow

Measuring Progress



- Talent Suite Onboard Stats
 - Time for new hire to complete tasks
 - Q4 YOY – 43.5% decrease
 - Q1 YOY – 56.1% decrease
 - Q2 YOY – 58.5% decrease
 - Overall time for Onboarding
 - Q4 YOY – 15.59% decrease
 - Q1 YOY – 24.8% decrease
 - Q2 YOY – 26.4% decrease

Measuring Progress

- Mobile Statistics
 - Two brands have seen candidate increases from 55% to 97%
 - 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:
 - Calls have not increased as the number of candidates increased
 - Support Center Specialists report that candidate calls are significantly shorter since moving to Responsive Search & Apply

Measuring Progress

- Digital Analytics Implemented
 - We're in the hardest part right now... Waiting for data.
- Field Survey in progress
- Onboard MVF
 - Focus on manager/recruiter experience

What's Next?

- BrassRing Review
 - Move to Responsive BrassRing at the same time
- Digital Analytics to drive brand decisions
- Additional surveys to determine progress

Q&A





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