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Case Study.

How a multinational grocery store chain **decreased** Time to Hire by **60%**

Client :

Albert Heijn

Description :

Albert Heijn, a leading grocery store chain with over a 1000 stores
in 4 countries was looking for innovative ways to select the right
candidates for their Graduate Program in a limited time.

Introduction

Albert Heijn, a leading grocery store chain with over a 1000 stores in 4 countries was looking for innovative ways to select the right candidates for their Graduate Program.

The program had seen rapid growth over the years. Based on this growth, Albert Heijn projected to receive somewhere between 500 and 750 applications over the course of 2 weeks time. Quite a lot to handle for the single recruiter that was working on the project. The current process lead to a total time to hire of around 5 months. The need for a smart assessment tool that would help reduce workload as well as time to hire was clear.

Besides a lot of applicants for 1 recruiter, Albert Heijn had only 14 open slots for this years' program. 14 open slots, divided over 8 roles:

- Category Management
- Marketing
- Human Resources
- E-commerce
- Finance
- Sourcing
- Real Estate Management
- Information Technology

Traineeship candidates are the intended managers of the future. Measuring whether or not someone had the skills, drive and personality to make it this far was necessary as well.

To summarize - 1 recruiter had to assess between 500 and 750 applicants nation wide for 8 different types of roles. Sounds impossible, right?

Read on to find out how Albert Heijn handled this issue.
Spoiler alert: It did gloriously!

About The Challenge

Roles: **8**
Job Slots: **14**
Candidates: **626**
Region: **Nationwide**
Time: **2 Months**
Recruiters: **1**

Metrics To Measure/Improve

Time to Hire

Candidate Satisfaction

from 'paper preselection' to data and digital.

"In the old process, candidates would just send in their resumes and cover letter, followed by a capacity test. It was truly a selection process based on paper documents," says Nynke de Jong, Graduate Recruiter at Albert Heijn.

A paper process like the one in place at Albert Heijn is always highly labor-intensive and puts a huge strain on recruitment departments. In the case of Albert Heijn, a paper-based preselection process meant sifting through hundreds of resumes in a short amount of time and following up with those candidates that seemed to fit requirements.

This was even harder due to the fact that applicants for the program could originate from anywhere in the Netherlands country, and could be graduating from any field of study or university.

With a highly diverse pool of applicants, like the one for the Albert Heijn graduate traineeship program, establishing a match turned out to be tricky without the right tools in place. To overcome these challenges, Albert Heijn was looking for a solution that would decrease Time to Hire but also improve Quality of Hire and Candidate Experience at the same time. After all, the people applying for this particular traineeship were also customers of Albert Heijn on a daily basis.

Luckily, Albert Heijn had a clear vision before deciding on a solution: "You have to know what resonates with your audience and build your hiring experience around that. It's easy to line up a few assessments and bring in candidates, but if that doesn't resonate with your target audience, it's useless," notes de Jong.

After singling out a number of assessment solutions, Albert Heijn chose to implement Harver. "The goal was to automate preselection process and decrease the amount of mismatches,"

The way the current hiring experience for Albert Heijn is built within Harver illustrates that: "Nowadays, as soon as candidates click on 'apply' on the career page, they enter a digital experience. A host accompanies them on a virtual journey through the office, tells something about the history of Albert Heijn and lets them experience the 'overall vibe' in the office. After that, she asks the candidate to fill in some information after which the journey continues. There's a fine balance between showing and asking. This reciprocity is an important feature of the process now." elaborates de Jong.

The backbone of the preselection process now are the situational judgment tests. In this section, candidates get a taste of what it's really like to work at Albert Heijn. By examining how an applicant responses to certain situations, it's possible to see if a candidate suits the job and the company culture or not. "Now we actually learn something about a candidate. More of their personality and competencies. With that data, we can make better hiring decisions," concludes de Jong.

"Now we actually learn something about a candidate!"

Results and thoughts for the future

The million dollar question in the end is, of course: did Albert Heijn manage to improve on the KPIs it defined before switching up the recruitment process and implementing the preferred tool?

On the Time-to-Hire part they certainly did. The assessment funnel Albert Heijn built with Harver shortened the recruitment process from 5 to 2 months, a decrease of 60%.

Besides decreasing Time-to-Hire, the new assessment funnel also had to improve the candidate experience. While Albert Heijn had no previous Candidate Experience ratings, the new process brought in great results - 87% of candidates said they were positive or very positive about the process via the survey presented to them after finishing the experience.

Needless to say, the switch to a digital hiring experience turned out to be a 'job well done'.

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That's all for this case - we like
to keep things short and sweet.

But, if by now you're curious to know
how Harver can reduce your
Time to Hire

▼

REQUEST A DEMO

And find out!

or visit **our website**
for more information
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