



harver

Case Study

**How Heineken
decreased Time to Hire
by 42% and assessed
13.5k candidates in
8 days.**



Introduction

Heineken, one of the world's largest brewing companies employs over 73,000 people worldwide and is famous for its commitment to innovation, long-term brand investment and company culture.

For their renowned International Graduate Programme (IGP), Heineken was looking for ways to improve the hiring process in ways that would align with the innovative character of the company.

With the IGP, Heineken set out to hire and train the managers of the future of five different departments:

- Marketing & Sales
- Supply Chain
- Finance
- Procurement
- Human Resources

Since the start of the Program in 2009, the IGP has grown exponentially and for 2018, Heineken expected an applicant count somewhere between 15 and 20 thousand. With the sheer amount of candidates, the fact that they would be originating from all over the globe, and an assessment window of only 8 days, it became clear that Heineken needed to look for a solution in technology, instead of simply scaling the team.

Focus areas



Identifying
High Potentials



Global
Mobility



High Volume
Pre-selection



Time
to Hire

About The Challenge

Role types: 5

Job Slots: 22

Preselected candidates: 13,500

Countries: 161

The challenges

Before deciding on what types of technology to implement, Heineken identified 4 main challenges in the current recruitment process:

1. Identifying high potentials early on

With the IGP, Heineken sets out to hire the managers of the future. Identifying high potentials early in the recruitment process was an important factor in restructuring the hiring process.

2. High-volume preselection

With tens of thousands of applicants to preselect within 8 days, the new process had to have the capability to handle high volumes of applicants without sacrificing on candidate experience. After all, in the case of Heineken, applicants are customers as well.

3. Global mobility

With last year's IGP hiring cycle, candidates originated from 132 countries. For this year, Heineken expected an even greater number. The new process had to be constructed with this global orientation in mind.

4. Time to hire

In the past, promising candidates had been seen moving to other organizations during the process because the time between steps turned out to be too long. For this year's cycle, Heineken wanted to decrease time to hire to prevent this from happening.

To summarize - Heineken had to assess over 17,000 candidates from 161 countries for 5 different types of roles in 8 days for its International Graduate Programme.

Read on to find out how HEINEKEN dealt with this challenge and decreased its time to hire and cost per hire in the process.

From manual labour to automated preselection

The old process

Previously, the selection process for IGP required extensive manual labor from the recruiters' side. Sifting through thousands of resumes to select quality candidates in a limited time frame was a huge task. Moreover, candidates didn't get a clear idea of what it meant to become an International Graduate at Heineken. Traveling the world for a brand like Heineken seems like a lot of fun, and it definitely can be, but there's work that needs to be done as well.

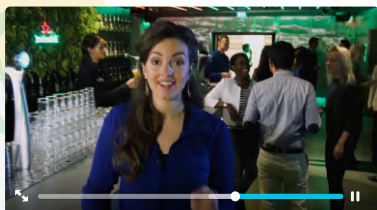
What had to improve

As stated before, Heineken wanted to unburden the recruiters from tedious manual tasks, create a more efficient recruitment process for the IGP, and decrease time to hire along with it.

Given the fact that IGP candidates are the intended managers of the future, the new process had to be a data-driven one, and provide recruiters with validated data to base their hiring decisions on.

Heineken also intended to improve candidate experience. They wanted to show the IGP candidates exactly what the program entails, share the company values and demonstrate what the company culture is like at Heineken as early in the process as possible.

A complex set of challenges and goals for which, eventually, Heineken found the right solution.



"You let her browse for a while before approaching her."

You call out: "Hi there and welcome. Let me know if you have any questions."

"We needed a more efficient process with less manual intervention."

The solution

After singling out a number of different types of recruitment solutions, Heineken chose to implement Harver and structure their new process around it.

The data, cloud, and mobile properties of the platform were in line with recruiter demands and candidate needs. In short, with Harver in place, the team at Heineken would be able to build an accessible custom online assessment experience that would provide candidates with a fun and engaging process, as well as with automated status updates about their application. The data component of the platform would equip the recruitment department with the necessary information to make better hiring decisions.

Implementation and Take Off

After implementation of the Harver platform, Heineken decided to build an assessment process infused with video, a selection of gamified assessments and Situational Judgment Tests (SJTs) to show candidates what working at Heineken would be like. An English language test was added to assess language proficiency of candidates and a video interview section would make sure every single candidate would have a fair chance to present him- or herself.

All in all, the final experience would take a candidate anywhere between 1 and 1.5 hours to complete. This might sound long at first but Heineken deliberately built a lengthy assessment process to make sure the dedicated candidates would finish the experience. After all, with 15 to 20 thousands applicants for only 22 open positions, this form of candidate self-selection helped the team focus on promising candidates only. With the assessment process in place, the Heineken team opened the vacancies and started the process.

Assessing 13.5 thousand applicants in 8 days

The results

After the 8-day IGP hiring cycle was finished, it was time for the team to make up the balance:

In total, 17 thousand applicants from 161 countries registered for the process. 13.5 thousand applicants eventually finished the assessment experience, which is a 78% completion rate.

Based on the data originating from the Harver assessments, Heineken is now able to paint a complete picture of a candidate's suitability for the job as well as the culture fit.

After completing the first assessment stage, a select group of candidates would move on to global face-to-face interviews and a final selection stage at the Heineken headquarters in Amsterdam, Netherlands. Eventually, Heineken successfully selected the top 22 people for their International Graduate Programme.

The big question is, of course: Has Heineken improved on the 4 domains they uncovered prior to changing the process?

- Reduced Time to Hire by **42%**
- **650%** more completed online assessments
- Cost per Hire decreased by **35%**
- **22%** more countries participated

Identifying high potentials early on

With the self-selecting characteristics of the assessment flow and the data that originates from the platform, Heineken is now able to make better hiring decisions faster.

High-volume preselection

With Harver in place, Heineken managed to assess 13.5 thousand applicants in a matter of 8 days with a team of 3 recruiters.

Global mobility

Harver is a cloud-based system and accessible from anywhere on the planet, as long as there's a sufficient internet connection available. Applicants originated from 161 countries and at times, candidates from 129 different countries were applying at once.

Time to hire

With Harver as the first step for candidates to take, Heineken decreased Time to hire with 42% in the early stages of the selection process. As a whole, from start to finish, the process took 11 weeks instead of 20 weeks the year before!

All in all, the new process has been a huge success. The main focus areas Heineken defined up front have all been taken care off. But that's not all: whereas the implementation of the new technology and higher spend on recruitment marketing/sourcing presented a financial investment up front, the cost per hire has eventually dropped by 35% because of the efficiency improvements made with Harver.

Conclusion

Using the latest technologies, the IGP recruitment process at Heineken became more efficient, shorter, cost-effective and resulted in a higher quality of hire.

"Using the latest technologies the recruitment process became shorter, more cost effective and resulted in a higher quality of hire."

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Harver can help you improve
your recruitment metrics

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