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Case Study

How Arvato reduced employee turnover by 63%

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Summary

Arvato Bertelsmann, a global provider of customer support
services - faced high turnover rates in many locations.
As this started taking its toll, the organization set out
to challenge the belief that these high turnover rates are
a necessary evil of the customer service industry.

After analyzing exit interviews, the team at Arvato learned
that a misalignment in what candidates thought the job was
all about vs. the real deal, was the main cause for
employees leaving early.

Arvato decided to implement Harver as a means of
preselection and to focus heavily on providing a realistic
job preview to candidates. Simultaneously, scientifically
validated assessments ensured qualified hires that matched
in terms of skills, personality, and culture.

The results were clear: **unwanted employee turnover
decreased by 63%.**

*"Thanks to these tools we have reduced unwanted
turnover significantly and now save a lot time
and money."*

- Marceline Beijer, CEO, Arvato

The Challenge

At Arvato Bertelsmann, over half of new hires left within
the first three months. Exit questionnaires revealed the core
of the problem: candidates didn't know what to expect
from the job. Customer Support agents often have to deal
with unsatisfied customers and work unpredictable hours
under pressure. Not something everybody is cut out for.

Most contact centers accept these turnover rates as part
of their reality, but the continuous cycle of finding and
retaining a qualified workforce was not only impacting
productivity - but also the business' overall bottom line.
The team at Arvato set out to seek a solution.

Objectives

Before deciding how to tackle the issue of employee
turnover, Arvato dissected the challenge using data from
the exit questionnaires. The team defined two major fields
on which to improve.

1) Job Expectations
Mismanagement of expectations was a large part of
the problem. Arvato decided that providing a realistic job
preview during the hiring process was a major objective.
After all, this is the moment where expectations should be
managed.

2) Candidate Matching
The other big issue was a mismatch between a candidate
and the job. Working in a stressful environment like
a contact center requires a certain type of DNA. The team
decided to focus on a data-driven solution that would help
to find employees that matched the company culture.

The Solution

With the application process being the main stage for improvements, Arvato started looking for ways to implement traditional online assessments first.

Tom Custers, Business Unit Manager Customer Service at Arvato, explains: *"The issue here was that traditional online assessments - such as a typing or multitasking test - is that it would just cover the candidate matching part of our objectives. We were really adamant about implementing a Realistic Job Preview to manage candidate expectations. We wanted all of this, in a seamless, blended way. One system for recruiters. One journey for our candidates. That's why we shifted our focus towards pre-employment assessment platforms."*

After carefully considering a variety of vendors in this space, Arvato chose Harver because of its capability to implement a realistic job preview alongside scientifically validated assessments.

"We really liked the fact that we could upload Arvato specific videos and implement situational judgment tests (SJTs). We can now give candidates an idea of what working at a contact center is like.", says Tom Custers.

Together with the implementation team from Harver, Arvato decided on a variety of situational judgment games and videos for their hiring process.

"When candidates now apply at Arvato, they get to see a first-person video of life at Arvato. They get to see our culture and have the first 'meeting' with their manager right away. They experience incoming calls that illustrate both the good and the bad. As a result, the candidates that we interview are much more motivated and they know us a lot better."

The results

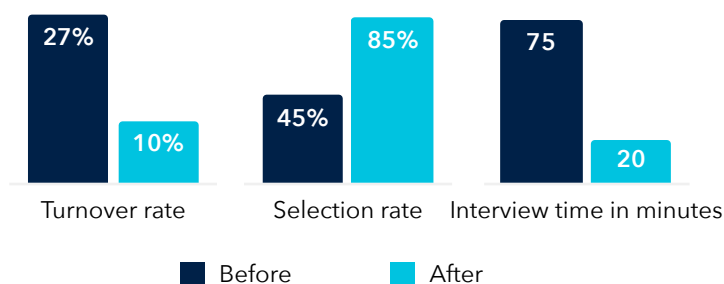Within the first three months, the number of agents leaving decreased by 63%.

Next to better managed expectations on the candidates' side, Arvato experienced a significant increase in quality as well. Instead of hiring 45% of interviewed candidates, they now hire 85%.

"Candidates are much more likely to align with our values and way of working. I can see that my team leaders are hiring better qualified people."

- Tom Custers, Manager Customer Service, Arvato

"Compared to the use of temp agencies and traditional assessments, the average time taken to consider one applicant was cut from 75 to 20 minutes. My recruiters have become far more efficient and I am more in control of the recruitment process."

- Ralph Smeets, HR Manager, Arvato

27% 10%	45% **85%**	**75** 20
Turnover rate	Selection rate	Interview time in minutes

■ Before   ■ After

Provide applicants with a realistic job preview

while they provide you with valuable insights.

Request a demo

or visit **our website**

for more information

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