



5 WAYS RETAIL RECRUITING CAN DRIVE REVENUE

CONTENTS

P.01

**RECRUITING IS RETAIL'S
COMPETITIVE ADVANTAGE**

P.02

REVENUE DRIVER #1:
OPTIMIZE & INCENTIVIZE
THE CANDIDATE EXPERIENCE

P.04

REVENUE DRIVER #2:
DECREASE TIME TO FILL

P.07

REVENUE DRIVER #3:
REDUCE EMPLOYEE
TURNOVER

P.09

REVENUE DRIVER #4:
REMOVE THE BURDEN
ON HIRING MANAGERS

P.11

REVENUE DRIVER #5:
RECRUITING OWNS
RETAIL HIRING

P.12

A STEP FURTHER:
HOW TO DECREASE HIRING
TIME, REDUCE TURNOVER,
& REMOVE THE BURDEN
ON HIRING MANAGERS

RECRUITING IS RETAIL'S COMPETITIVE ADVANTAGE

The way your organization engages with customers has probably changed as consumers shift toward the convenience and efficiency of online shopping. But in a world where every online vendor looks the same and competes on price, how do you create a sustainable competitive advantage?

The key differentiator is the experience you offer your customers in-store. Engaged, knowledgeable employees turn the buying process into an experience - an experience that keeps customers coming back.

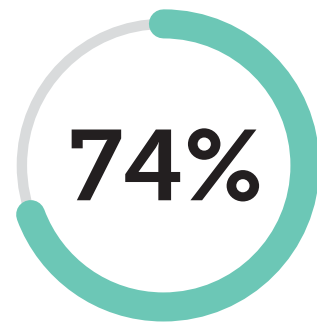


**OF JOBS IN THE US
ARE IN RETAIL¹**

REVENUE DRIVER #1:

OPTIMIZE & INCENTIVIZE THE CANDIDATE EXPERIENCE

A large number of your candidates are also customers (for some retailers this can be upwards of 50%). Their experience as job candidates directly impacts their loyalty to your organization's brand.



of candidates with a great experience say they are likely to increase their business relationship with the employer.



of candidates with a poor experience say they are likely to sever their business relationship with the employer.²

When you optimize the hiring process for candidates, they are more likely to purchase from your organization in the future.

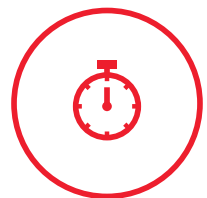
QUICK CHECKLIST OPTIMIZE THE CANDIDATE EXPERIENCE

- ✓ Job Descriptions Focus On Benefits For Candidates
- ✓ Candidates Can See A Realistic Job Preview
- ✓ Application Length: <15 Minutes
- ✓ Post-application Response Time: <48 Hours
- ✓ Assessment Length: <30 Minutes
- ✓ Post-assessment Response Time: <24 Hours
- ✓ Phone Screen Replaced With OnDemand Video Interview
- ✓ Time To Schedule In-person Interview: <1 Week
- ✓ Candidates Receive Pre-interview Communication
- ✓ Interview Questions Are Structured
- ✓ Candidates Receive Personalized Feedback

USING THE RECRUITING PROCESS TO DRIVE REVENUE

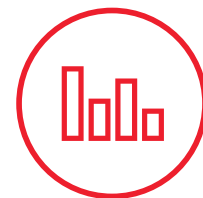
Remember that a large portion of your candidates are already customers? *Recruiting can directly drive revenue by offering them coupons and vouchers during the hiring process.* Since coupons and vouchers are easily tracked, you can also quantify the impact on revenue. Regardless of the hiring outcome, time is of the essence to re-engage candidates with your brand.

It's important to implement a program like this with tact. These are some general rules for offering monetary incentives during the process:



TIMING IS EVERYTHING

Don't offer vouchers and coupon codes as a "consolation prize." Instead, offer them as a reward for completing a step in your hiring process, like the application or OnDemand video interview.



EXPERIMENT & MEASURE

Some places in the hiring process work better than others. Survey candidates about their experience after they receive a coupon or voucher. Track where they prefer to receive them.



OPTIMIZE THE REST OF THE EXPERIENCE

A great candidate experience is a prerequisite for incentivization. Otherwise candidates can leave with the impression that you're paying them off.

REVENUE DRIVER #2:

DECREASE TIME TO FILL

Revenue is impacted every day a sales rep isn't on the sales floor. Decreasing time to fill for these sales roles has a direct and measurable effect on revenue. When Sonic Automotive - the 5th largest automotive retailer in the US - decreased time to fill by 40%, they saw a potential profit increase of \$10 million.

Of course, a fully staffed store is also critical for the overall customer experience. If a customer needs help and can't find an employee, they may be unlikely to return.



**AVERAGE TIME TO FILL
A RETAIL ROLE IN 2018
(DOUBLE FROM 2009)³**

CALCULATING REVENUE FROM DECREASING VACANCY TIME

When a sales role is unfilled, you're losing that role's average daily output. It's easy to calculate the cost of vacancy and project potential revenue gains from decreasing time to fill.



**AVERAGE DAILY
OUTPUT PER
SALESPERSON**



**NUMBER OF DAYS
A ROLE IS VACANT**



**COST OF
VACANCY**



**OLD COST OF
VACANCY
(LONGER TIME TO FILL)**



**NEW COST
OF VACANCY
(SHORTER TIME TO FILL)**



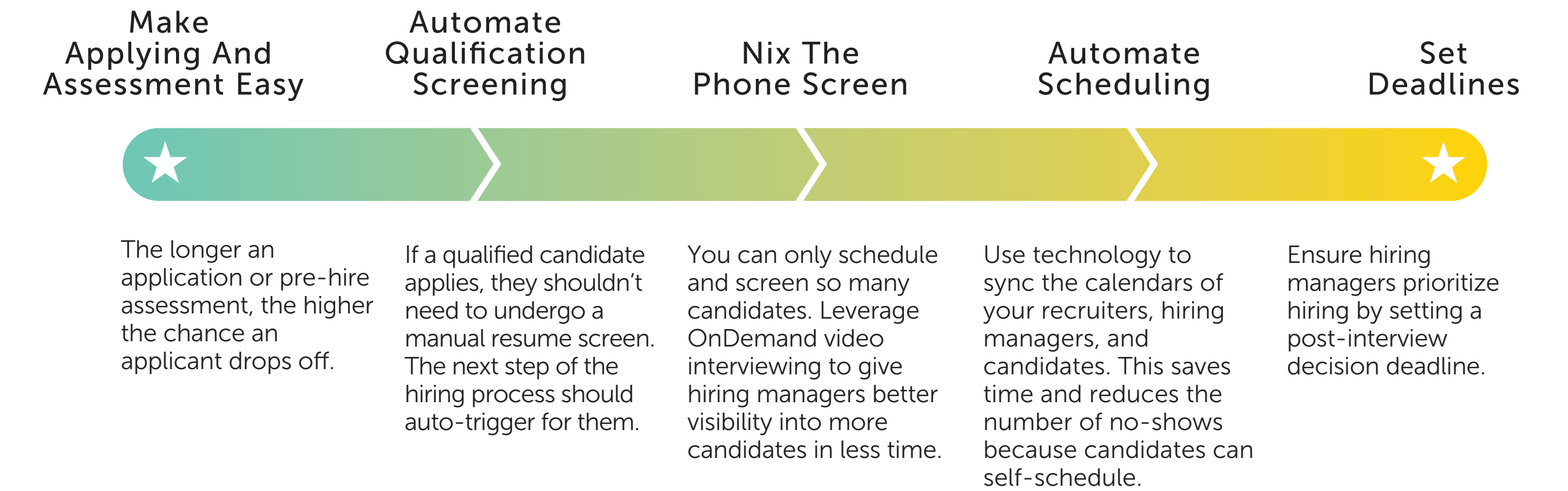
**POTENTIAL NEW
REVENUE FROM
DECREASING VACANCY**

 **\$10M+**

Sonic Automotive—The 5th largest automotive retailer in the US decreased time to fill by 40%, and saw a potential profit increase of \$10 million per year.

HOW TO INCREASE HIRING SPEED

You'll need to streamline your hiring process to increase hiring speed. These are several ways retail can make better hires, faster, while also keeping candidates in your hiring funnel.





\$4000

**AVERAGE COST OF RETAIL
TURNOVER**



60%

**AVERAGE YEARLY RETAIL
TURNOVER**

REVENUE DRIVER #3:

REDUCE EMPLOYEE TURNOVER

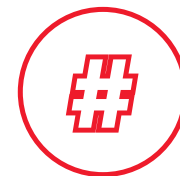
The average retailer experiences more than 60% turnover each year.⁴ Some see turnover rates as high as 180%. It costs an average of \$4000 to backfill each role.⁵ For large retailers, even a small improvement in the rate of turnover creates huge cost-savings.

A retailer with 1000 locations, 40 employees per store, and an industry average 60% annual turnover should expect an annual cost of turnover around \$96,000,000.

CALCULATING COST OF TURNOVER PER STORE



**PERCENT
ANNUAL
TURNOVER**



**NUMBER OF
EMPLOYEES**



\$4000

**COST TO
BACKFILL**



**COST OF
TURNOVER
PER STORE**

When candidates are a great fit for your organization, they stay longer. So how do you find those great-fit candidates?

HOW TO REDUCE EMPLOYEE TURNOVER

This is where pre-hire assessments come in. Pre-hire assessments are scientifically designed to predict factors like turnover, so your candidate pool is comprised of the candidates who are most likely to stay with your company.

If you're a large retailer, you probably already have an assessment as part of the application process. Pre-hire assessments are traditionally delivered as closed-ended, multiple-choice tests. If your assessment is lengthy or feels out-of-date, you could be losing the best-fit candidates who drop out.

Today, retail organizations can deliver assessments in a modern, candidate-friendly format. There are two proven options here:



VIDEO-BASED ASSESSMENTS

Video-based assessments use artificial intelligence to evaluate candidates' responses to recorded video interviews. These assessments give insight into overall job aptitude, emotional intelligence, communication skills, and personality traits.



GAME-BASED ASSESSMENTS

Game-based assessments use artificial intelligence to evaluate candidates' performance in cognitive games. These assessments give insight into cognitive traits like working memory, fluid IQ, and visuospatial ability.

 **50%**

Applications with 50 or more questions see their completion rates drop by 50%.⁶

REVENUE DRIVER #4:

REMOVE THE BURDEN ON HIRING MANAGERS

Time hiring managers spend interviewing candidates is time they can't spend:

1

DEVELOPING EMPLOYEES

Underdeveloped and ramping employees are less productive. Employees who don't feel like their manager is invested in their development are also more likely to turnover.

2

MANAGING THEIR STORE OR DEPARTMENT

If managers need to hold a large number of interviews, they often need to work overtime to perform the logistical work needed to run the store.

3

SELLING TO CUSTOMERS

In managerial roles with a sales element, time they spend interviewing is time they can't spend closing sales.

RETAIL MANAGER TIME BREAKDOWN



- 40% administrative duties, managing orders
- 30% sales and workforce management
- 20% interviewing
- 10% developing employees

HOW TO REMOVE THE BURDEN ON HIRING MANAGERS

When you deliver a curated selection of candidates to hiring managers, you remove the burden of screening, scheduling, and interviewing. This is possible with OnDemand video interviewing.

After a qualified candidate applies, they should automatically receive a link to take a video interview. Hiring managers view the recorded interviews at any time during their workday. They can make hiring decisions on the spot, or invite candidates in for an in-person interview.

Recruiting can also empower hiring managers with scheduling automation. Candidates simply self-select the time they want to be interviewed.

HOW IT WORKS



REVENUE DRIVER #5:

RECRUITING OWNS RETAIL HIRING

The store manager plays a large role in retail recruiting. But the time they spend hiring is time that could be spent running their store. In-house recruiters - who can look at your organization's hiring needs from a more strategic viewpoint - are highly qualified to make hiring decisions.

For recruiting to take over retail hiring, recruiting staff needs to build trust with store managers who may be reluctant to hand over the responsibility of hiring:



GO ONSITE & CONSULT WITH HIRING MANAGERS

Recruiting staff should visit each retail location and work with hiring managers to understand the specific needs of their store.



DEVELOP DEEP JOB EXPERTISE

Have recruiters spend time in the store and do the job they will be hiring for. This also helps build trust with the store manager.



IDENTIFY CRUCIAL JOB SKILLS

After performing the job, recruiters should regroup with hiring managers to identify the skills needed in their store. They should also discuss how those skills will be evaluated.

It's possible to start with a few stores and build. After two or three stores see the improvements in time to fill, quality of hire, and time savings for managers, other store managers will call you to be next in line.

A STEP FURTHER:

HOW TO DECREASE HIRING TIME, REDUCE TURNOVER, & REMOVE THE BURDEN ON HIRING MANAGERS

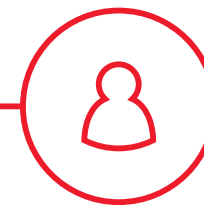
Talent acquisition departments can completely centralize retail recruiting by combining the other approaches in this eBook. Due to the high applicant volume, recruiters will need the ability to effectively evaluate a large number of candidates at scale. When you centralize recruiting, your organization can drastically decrease time to fill and reduce turnover; store managers can focus wholly on running their stores.



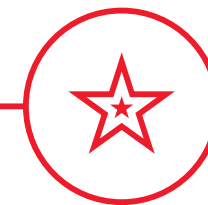
Applicant applies. All qualified applicants receive an invitation to take a video interview.



Candidates are assessed by participating in an OnDemand video interview and engaging with game-based challenges.



Candidates identified as the most qualified (least likely to turn over, most likely to perform well), have their interview reviewed by a recruiter.



Recruiters consult hiring requests made by store managers, call top candidates in those areas, ask any outstanding questions, and make job offers.

LEARN HOW ONDEMAND VIDEO INTERVIEWING, VIDEO-BASED ASSESSMENTS, & GAME-BASED ASSESSMENTS CAN TRANSFORM THE WAY YOU RECRUIT FOR RETAIL

GET A DEMO

CITATIONS

- 1 US Bureau of Labor Statistics, 2017. "Employment in the retail trade industry."
- 2 Talent Board, 2018. "The 2017 Candidate Experience Research Report."
- 3 Davis, 2018. "DHI Hiring Indicators: Mean Vacancy Duration."
- 4 Federal Reserve Economic Research, 2018. "Retail Trade."
- 5 Center for American Progress, 2012. "There Are Significant Costs to Replacing Employees."
- 6 Appcast, 2017. "How Job Sites Can Build an Email Program that Converts Candidates."