

Transforming Digital Workforce Graduate Recruitment



for a Major Fast-Moving Consumer Goods (FMCG) Retailer

As part of the ongoing evolution towards digital retail and innovation, this major FMCG retailer aimed to enhance its workforce, ensuring its ability to adapt to modern challenges driven by digital transformations.

The Challenge

The organization was about to open applications for its highly regarded Jumpstart program.

This 20-month scheme consists of a series of rotations across digital teams, allowing individuals to learn from numerous Tech experts and to participate in pursuing its strategy of changing the face of retail through innovation. The client was anticipating great interest in the program and needed a way of identifying those individuals with potential to work in the digital space in an effective and efficient manner.



After successfully partnering with Saville Assessment to devise an assessment approach for pinpointing internal staff with the greatest potential for a 16-week digital development initiative, the stakeholders sought to extend our collaboration. They now aimed to expand our partnership to craft an assessment solution for identifying external candidates for the Jumpstart program.

The Solution

We worked closely with the internal digital team and program sponsors to identify the competencies that showed digital potential, leveraging our previous work with the client, knowledge of what predicts success in the digital space and program-specific requirements.



Examples of competencies that were required were ‘driving innovation and change’, given the strategic direction of the organization and the need to thrive in the changing workplace, ‘Being driven for results’, to ensure that even in times of uncertainty individuals were focused on making things happen and getting to a solution; ‘Relationship building’ was also key to successfully making use of the rotations and the experts within these rotations.

Candidates completed our **Match 6.5 questionnaire**. Match 6.5 is powered by our flagship Wave behavioral assessment but streamlines candidate evaluation to a concise 6.5 minutes. This approach not only minimized candidates' assessment time but also significantly reduced the workload for hiring managers.

The image shows a laptop and a smartphone displaying the Match 6.5 questionnaire. The laptop screen shows the 'Statements - Page 1 of 6' section with a list of statements and a rating scale from 1 to 9. The smartphone shows the same interface, but with a 'Disagree' button highlighted. The statements on the laptop are: 'My written communication is good', 'I quickly establish rapport with people', 'I am really positive about myself', 'I achieve outstanding results', 'I look for opportunities to learn about new things', and 'I openly disagree with people'. The rating scale for each statement is 1 to 9, with 'Very Strongly Agree' at the end of the scale. The 'Disagree' button is highlighted in the smartphone view.



The questionnaire generated a role fit score, offering a comprehensive overview of the entire candidate pool and providing clear data on each candidate's fit.

Upon opening the application process, the client was pleasantly surprised to receive nearly three times the estimated number of applications. The scalability of Match 6.5 played a crucial role in preventing potential delays and maintaining a standardized assessment for all candidates.

This not only saved time but also ensured the selection of higher-quality candidates without extending the overall hiring process. To enhance the candidate experience, each successful and unsuccessful candidate received personalized feedback reports which provided guidance on the strengths and potential challenge areas identified in the Match 6.5 tool.



Benefits to the Organization

DIVERSITY, EQUITY & INCLUSION



The utilization of Wave establishes the first pillar in building a robust foundation for improved diversity outcomes by standardizing and structuring processes. This minimizes the potential introduction of assessor subjectivity and biases. This proved particularly valuable in this client's process which involved candidates with a diverse range of experiences.

QUALITY



Building on previous work identifying behaviors linked to digital potential, Match 6.5 facilitated a swift and efficient assessment. Based on the Wave questionnaire and its high validity, it helps reducing the chance of a bad hire from 1 in 5 to 1 in 50, increasing the likelihood of placing individuals in roles where they can excel and remain successful.

EFFICIENCY



Participants finished the behavioral assessment in only 6.5 minutes, delivering strong data and job fit scores for the client's decisions. Despite a high applicant volume, the team didn't need extra time to review applications, ensuring a positive candidate experience with quick turnaround and individualized feedback with the automatically generated Match 6.5 Personal Reports.

ENGAGEMENT



Despite the higher number of applicants, the process stayed on the same timeline as planned, allowing for candidates to stay engaged and to keep key talent in the recruitment cycle. As responsiveness during the hiring process was rated by candidates as the most important factor (52%), Match 6.5 contributes in building a fast and engaging process.

COST



Despite receiving three times the expected number of applications, the client efficiently scaled the process to assess every candidate thoroughly and fairly without incurring unreasonable direct or indirect costs and additional time. This efficient scalability played a crucial role in maintaining cost control while upholding best practices.