

Identifying talent in mass hiring drives



DoiT saved \$42,000, doubled their retention rates and improved the image their brand projected to potential employees over six months of using StellarEmploy to hire salespeople. DoiT, an accessories brand that hires hourly salespeople began using StellarEmploy as a first step in their hiring process.

Before working with StellarEmploy, DoiT incurred costs of more than \$300,000 in hiring

Before StellarEmploy: A process out of sync with its brand

In January 2016, DoiT began using the StellarEmploy evaluation as the first part of their hiring process in Lima, where only 18% of their employees worked at DoiT for 3 months or more. A typical position had to be filled twice per year, generating costs of more than \$300,000 annually. StellarEmploy's Latin American partner, Quantum Talent, provided the service to DoiT.

Daily hiring drives before DoiT's work with StellarEmploy and Quantum Talent took about three hours each weekday. Applicants came to a central location, filled out paperwork, listened to a brief introduction to working at DoiT, and then went through a role-play interview where they pretended to be salespeople or clients and acted out how they would respond to different situations.

Hiring decisions were supposed to be based on the role-play, but in practice many hiring decisions were passive: many applicants left after learning about the position, and many chosen applicants failed to show up to fill out hiring paperwork in the days after the hiring drive. Those who passed the role-play and who did not attrit were hired.

DoiT's hiring team had identified three problems with their hiring process:

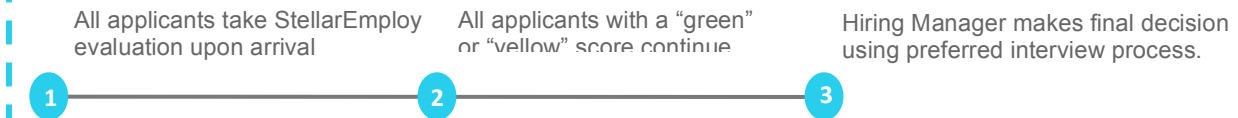
DoiT's retention improved so much that it hired 120 fewer people over a 6 month period.

- 1. No data-based understanding of who excelled:** DoiT lacked a method for tracking why applicants were hired and improving their process for identifying good hires.
- 2. Hiring process did not reflect the modern image of the DoiT brand:** As an up and coming brand in Peru, DoiT wanted their salespeople to be excited to work with a modern company.
- 3. High turnover:** The 200% annual turnover and associated \$300,000 price tag meant that the hiring process simply wasn't working.

With StellarEmploy: A modern, more comprehensive hiring process

When DoiT started using the StellarEmploy evaluation, all applicants took the StellarEmploy survey on a tablet computer immediately upon arriving at DoiT hiring headquarters. Hiring managers logged into the StellarEmploy dashboard to track applicant progress on the StellarEmploy evaluation. The dashboard rated all applicants using typical stoplight colors: green, yellow and red. Green candidates were highly likely to stay for more than 90 days; yellow candidates were moderately likely; and red candidates were not likely.

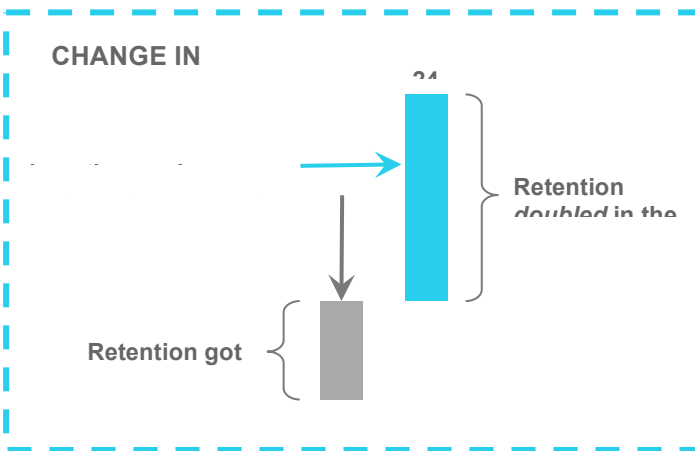
Process for using StellarEmploy to make hiring decisions at one-day hiring drives:



Only 60% of applicants received a “green” or “yellow” score; 40% of applicants received a “red” score and did not continue to the role-play unless they demonstrated outstanding enthusiasm about the DoiT brand. The score was updated twice over our six month collaboration with information on performance. This process improved DoiT’s ability to hire well, and the technology-based approach to hiring helped DoiT present itself to potential employees as a modern brand.

Major retention improvements in a short period of time

Using the StellarEmploy filter generated immediate improvements in turnover. *More than twice as many employees completed 90 days on the job as before.* DoiT had not launched the StellarEmploy evaluation in parts of Peru where turnover was not as high. In those places, turnover got worse over the



same period, reinforcing the fact that this improvement in retention was not due to any changes in the labor market in general, or changes in the appeal of the position.

DoiT estimates that it costs S/. 1200 (\$350 in January, 2017) to recruit, train, and hire a new salesperson. Over the first seven months of working together, DoiT hired 564 StellarEmploy-evaluated employees. *They estimate that they saved S/. 144,000 or \$42,000 due to preventing the turnover of 120 of those 564 hires.*

Moving forward: StellarEmploy for the long term

Due to their success with employees who had been hired using the StellarEmploy filter, DoiT still uses StellarEmploy as the first step in their hiring process in Lima. Overall, turnover has been reduced by more than half. Additionally, DoiT used the StellarEmploy evaluation during a recent restructuring to identify which salespeople to retain when some locations were closed.