# Talent Acquisition Challenges: Leveraging AI Technology

Greg, I have some great news. You meet our minimum qualifications and I would like to set up a 20 minute phone interview for you.

Do any of the following times work?

1. Wednesday, May 26 at 9:30 AM
2. Thursday, May 27 at 11:00 AM
3. Friday, May 28 at 2:30 PM

Friday would be perfect!

Thanks Greg! I've informed the hiring team and scheduled a phone interview for you on Friday, May 28 at 2:30 PM. You should expect a call from this number.

How else may I assist you?

That's all. Thank you so much!

My pleasure :)

Text Message

For organizations with high-volume hiring needs, talent management solutions can be the biggest challenge they face. Having an outdated talent acquisition infrastructure only amplifies these pain points for recruiters, managers, and candidates. Coupled with the competitive labor market and demanding hiring goals, it is increasingly important to meet candidates on their mobile devices, reduce barriers to apply, and increase the speed to offer qualified candidates the job, all while creating a positive candidate experience. Now more than ever it is critical to have the right solutions in place for talent acquisition.

scottmadden
MANAGEMENT CONSULTANTS

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PARADOX

A food service and facilities management organization faced challenges hiring 80,000 candidates a year. ScottMadden led an assessment of the talent acquisition (TA) organization and discovered low candidate conversion rates, non-efficient processes, and opportunities for enhanced candidate experience. Although there was significant web traffic to the organization's "Careers" page, the 1.2 million unique visits translated to only 220 applications. A customized and dynamic landing page was needed to increase the conversion rate and create a better first impression for candidates. With the high volume of hiring, there was a need to streamline and automate components of the candidate screening process. Further, recruiters were overwhelmed with manual scheduling efforts, and a solution that enabled seamless interview scheduling was desired. Finally, functional leadership was focused on increasing the overall candidate experience by incorporating real-time engagement through using artificial intelligence (AI) to help answer basic candidate questions. The combination of solving these challenges could alleviate the talent acquisition team and move the needle on hiring efficiency, recruiter productivity, and overall candidate experience. As a next step, the ScottMadden consultants were tasked with identifying a best-in-market solution that would check these boxes.

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**"Having Olivia reach out to individual candidates has been super helpful for our hiring managers."**
**– TA Partner**

100%

50%

**More than**

**25%**

**of job seekers use Olivia.**

More than **300,000 messages sent**

**400** events nationwide
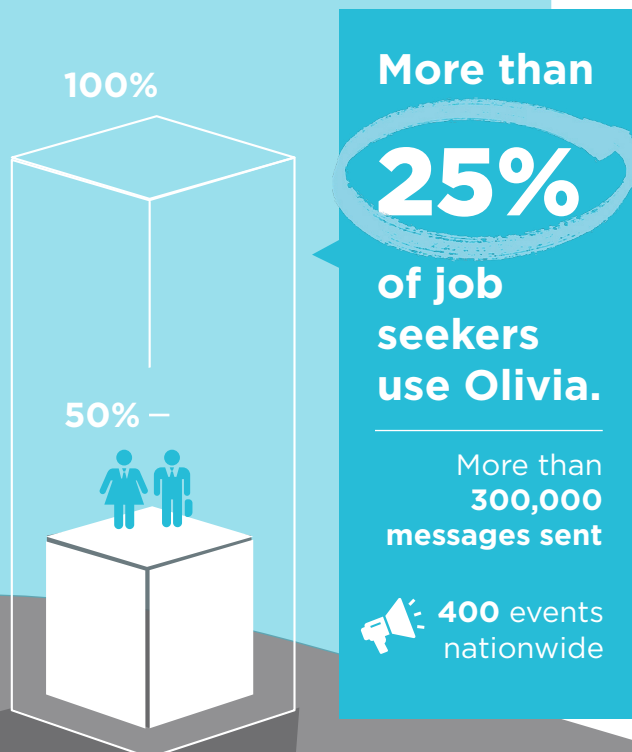
## How We Helped

### ScottMadden Assessment and Requirements Gathering

To find the digital solution that would solve the client's challenges, ScottMadden began by gaining a deep understanding of the client's processes, metrics, business model, and demands. Additionally, ScottMadden gathered requirements from the TA customers–hiring managers, TA subject matter experts, and HR technology administrators and owners. This understanding led to the development of requirements, focusing on specific functionality that resolved the identified challenges and aligned with the organization's HR technology roadmap. The team decided to concentrate on technologies that served as point solutions with a narrower and specific focus. Part of the strategy was to identify solutions that were experimental and scalable with low implementation efforts that could quickly yield a high value.

Our consultants facilitated a comprehensive vendor selection process, from issuing the request for proposal through final vendor selection, due diligence, and implementation planning. Paradox, the leading conversational AI recruiting assistant, was selected. Paradox met and exceeded the functional requirements and the client's expectations. Most notably, what separated Paradox from the competition was their customized, agile, and collaborative approach that helped address the complex needs of a decentralized business with more than 80,000 annual hires.
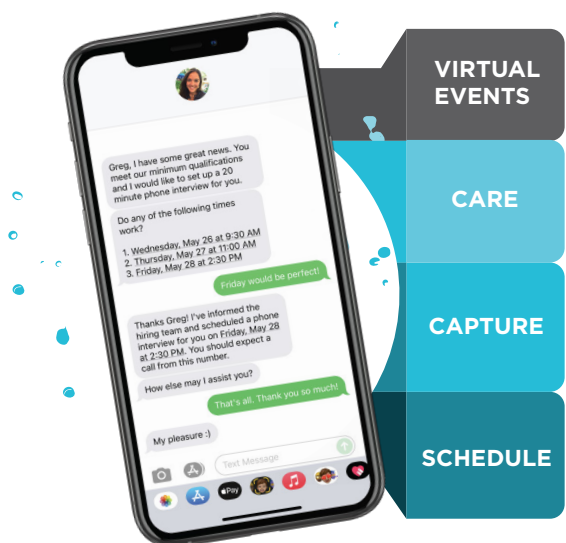
### The Paradox Solution

The organization realized value from the Paradox solution almost immediately. Shortly after establishing a relationship with Paradox, the organization was hosting one of its in-person hiring events. Similar hiring events were regularly conducted to quickly hire large volumes of employees. On this specific morning, the scheduled event had confirmed more than 2,300 attendees, but inclement weather forced a last-minute cancellation. Prior to having Paradox, the solution would have involved an all-hands-on-deck effort with recruiters individually calling and rescheduling attendees. This effort would have taken multiple days and the majority of TA's resources. With Paradox's support, a few key leaders crafted a detailed message and at the push of a button, Olivia, the conversational AI assistant, notified participants that the event had been canceled. In the same automated conversation, those participants were invited to reschedule for another event the following week. This just-in-time solution achieved a more than 80% successful reschedule rate. With Paradox, the organization was able to achieve unprecedented levels of responsiveness and agility.

In partnership with ScottMadden, the organization collaborated with Paradox to develop a roadmap to expand the use cases and scale adoption of the new technology across the enterprise. In March of 2020, the pandemic

accelerated adoption, and the suite of Paradox products proved effective in helping the organization quickly adapt to the volatile pace of hiring. The organization quickly pivoted to **Virtual Events** and could successfully host online recruiting and hiring events anytime, anywhere. With **Care**, candidates visiting the careers website were able to experience tailored conversations and content, hear dynamic brand stories, and receive immediate answers to any of their questions about the application process. Another early product adopted by the organization was **Capture**, which decreased recruiter sourcing and screening time by allowing candidates to apply and complete the screening process via text. A later add-on for the organization was **Schedule**, which automated scheduling and rescheduling of any type of interview, again giving recruiters valuable time back in their day.



**VIRTUAL EVENTS**

**CARE**

**CAPTURE**

**SCHEDULE**

### Results
The Paradox solution continues to provide advantages throughout the TA process. To date, the organization has hosted more than 400 events nationwide and has scheduled interviews with nearly 30,000 candidates in less than three minutes per candidate. More than 300,000 messages have been sent to candidates, and more than 25% of job seekers apply through Olivia.

ScottMadden and Paradox continue to help the client move toward automating additional pieces of the hiring process. As the organization's technology roadmap evolves to adapt to the ever-changing labor market and the increasing need for more

flexibility, ScottMadden and Paradox identify opportunities to expand the solution while prioritizing continuous improvement enhancements to advance the TA function.

### Lessons Learned
There are four main lessons learned from this client's technology implementation:

- Thoroughly define technical and functional requirements upfront. Ensure the organization's unique needs are addressed in the initial requirements gathering stages. As part of requirements gathering, consider the overall functional technology roadmap.
- Plan for significant change management. An emerging technology means a new way of doing things. Oftentimes, with a new and innovative solution for an organization, it can lead to a steep learning curve. The change management efforts to educate and equip end users and customers shouldn't be overlooked and can take longer than anticipated.
- Maintain realistic stakeholder expectations. Implementing an emerging solution can lead to increasingly high expectations that it will solve many, or even all, pain points. There is not a silver bullet solution, and it takes time to evaluate and address challenges. Challenges or issues should be prioritized to ensure that the most important problems are addressed first.
- Continually evolve and evaluate use cases. Organizations can get trapped in the initial use case. It's important to remember technologies will need to be adapted to market demands. Solutions such as Paradox can significantly increase the agility in an organization. If leveraged correctly, organizations can react to changes much more swiftly and efficiently than ever.

### How We Can Help
If you are interested in advanced talent management solutions to streamline and automate components of the candidate screening process, contact us.

ScottMadden Consulting can help by fulfilling organization-side AI requirements, developing user profiles, building reporting and analytics, revising roles and responsibilities, developing new processes, and executing change management. Teams can combine recruiting fundamentals with innovative technology to produce powerful results.

## About ScottMadden
ScottMadden Consulting has been a pioneer in corporate and shared services since the practice began decades ago. Our corporate & shared services practice has completed more than 2,100 projects since the early 90s, including hundreds of large, multi-year implementations. Our clients range across a variety of industries from energy to healthcare to higher education to retail.

## About Paradox
Paradox is building the world's leading conversational recruiting software to drive automation with a human touch. Serving global clients with hiring needs across high-volume hourly and high-skilled professional roles, Paradox's conversational assistant, Olivia, does the work talent teams don't have time for—streamlining tasks like screening, interview scheduling, and more through fast, easy, mobile-first interactions.

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