Case Study

YODEL

Solving Resourcing Challenges with Candidate Experience Chatbots

Overview

Yodel deliver millions of parcels a year, across 60 sites, to every UK postcode.

The Yodel Resourcing team recruit over 4,500 Drivers annually and receive over 1,200 applications per week.

This number increases to 5,500 applications per week as they hire additional resource for their peak delivery season covering Black Friday, Cyber Monday and Christmas.

This means that the team need to hire 3,500 new Drivers in just a few months.

Yodel offer several different types of opportunity to those who want to become Drivers, including self-employed and employed roles.

To attract the right numbers, Yodel also offer full-time and part-time opportunities. Whilst this means that all needs are catered for, those new to a Driver role could find the options overwhelming.

Their Challenges

1

Provide an excellent candidate experience for every candidate.

2

Better understand the wants and needs of their candidates.

3

Use a flexible system that can easily and quickly be aligned to candidate feedback at any point in the process.

4

Engage candidates digitally in a compelling manner.

5

Allow candidates to provide feedback in order to continuously improve the candidate experience.

6

Reduce average time to hire.

7

Easily manage a high volume of applications.

Our Solution

Meet & Engage ran a collaborative workshop with Yodel's resourcing team with the purpose to:

- **Demystify which Driver opportunity was the best fit for each candidate**

- **Measure candidate experience at several points and gather feedback to allow continuous improvement**

- **Automate elements of the recruitment process.**

During the workshop the resourcing team mapped out the dream Driver candidate journey from attraction to offer. It was agreed the focus would be on two parts of the process – A 'match-me' solution to signpost candidates to the relevant roles and a screening automation solution to augment and improve the screening process.

The first initiative was to create three Candidate Experience Bots for each of the three key Driving opportunities that would sit on the relevant pages of the career's website. These consisted of Neighbourhood Courier, Owner Driver and Employed Driver roles.

Each Bot can have a dialogue with a candidate about that specific opportunity and serve them the relevant roles available.

The second part of the plan included producing three Candidate Experience Bots that would be deployed to screen candidates (instead of a telephone screen) once they had completed their online application via the ATS.

The team believed that this would give candidates the flexibility to complete this stage of the process at a time to suit them and in a format they were familiar with. In addition, this would give the Resourcing Team more scope to focus on other candidate experience initiatives.

Having mapped out these processes, Meet & Engage and the Yodel team worked on the Bot dialogue and assets required to create rich and relevant conversations with candidates. Meet & Engage worked closely with the Yodel ATS and creative partner (responsible for the careers website) to ensure relevant integrations could be put in place.

Careers Site Bot

The Bot dialogue is the culmination of the collective input of the recruitment team, who deal with Driver candidates and their queries on a daily basis.

The Bot design process provided an opportunity to really consider what information candidates would find useful and think about the best way to share it. For instance, applicants who are new to a driving role might not be sure what size van they need and so the Bot shares a picture of the correct van type.

Likewise, candidates might be unsure of the process of setting up a limited company for self-employed opportunities, so the Bot can share short educational videos produced by the recruitment team.

This provides an engaging and valuable experience for the candidates and supports self-selection. The candidates are asked how they're finding the process and can give feedback via smiley faces, as well as individual / free text feedback.

The Bot goes on to serve up relevant roles, based on a postcode search as part of the dialogue, leading candidates to the point of apply.
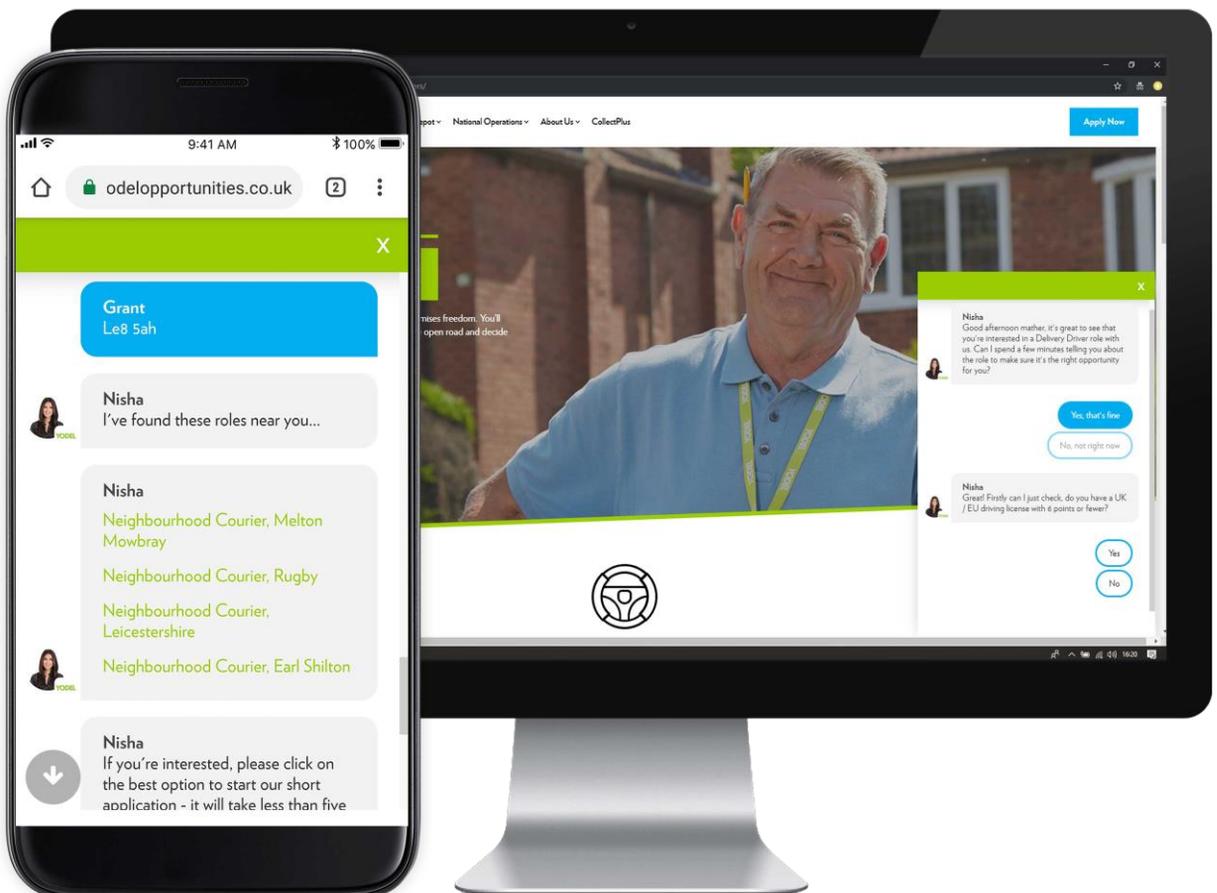
Screening Bot

This Bot is deployed post-apply after the successful completion of an application form and shared to candidates via text and email.

Crucially, the supporting email / text tells the candidate that they've been successful so far and they now need to take part in a Q&A with a friendly recruiter Bot. Each Bot screen is based around the criteria of the specific role.

The Bot reiterates some of the important role requirements and probes around the motivation candidates have for a Driving role. Towards the end of the conversation the Bot explains what will happen next and to look out for a call from the team (they call from an 0151 number, so the Bot asks them to look out for the call).

By asking candidates how they're finding the process, the Bot can gather real-time feedback. This information is injected back into the ATS for the recruiters to pick up.
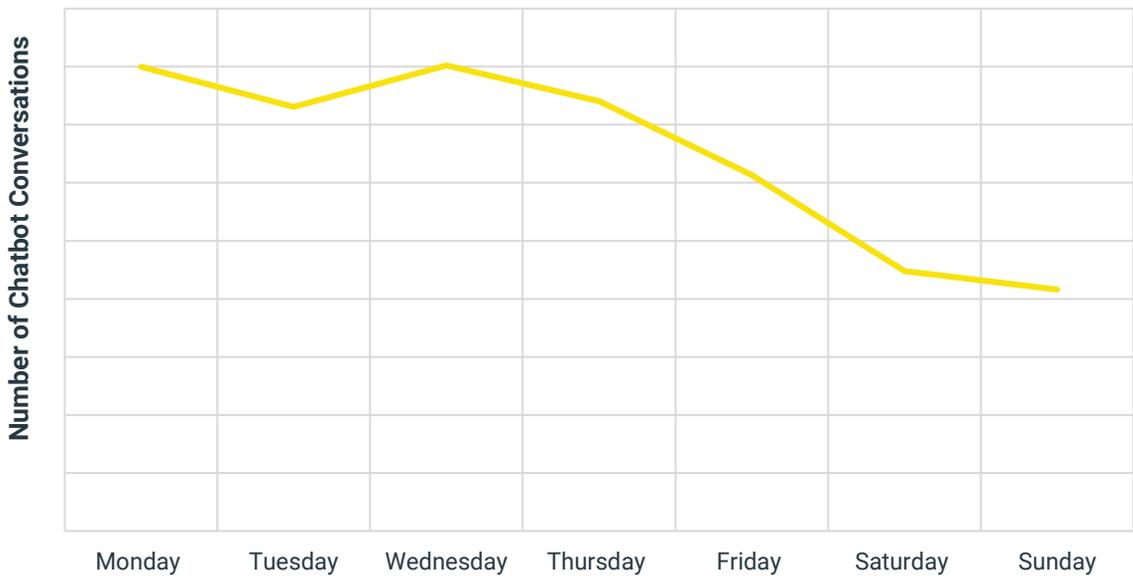
Results

The Candidate Experience Bots were first deployed during the Yodel peak season, at a time when around 5,000 candidates were waiting for their telephone screen.

Meet & Engage, Yodel and their ATS partner, Lumesse, agreed the frequency of releasing the screening bot to candidates in batches to ensure candidates were responding well to the new process and to act on any feedback.

This data shows candidates moving through the screening process outside office hours across the first year of launch, at a time that suited them.

97% of candidates rated their experience as highly positive and this experience is still being seen after two years of being live, with candidate feedback indicating a net promotor score of 95-98.

Peak Days

Line chart showing Number of Chatbot Conversations across days Monday through Sunday, with conversations highest Monday through Wednesday and declining toward the weekend.

> " *The exercise reminds us of the sheer amount of information candidates don't know, that we assume they do know; we've now created a more thoughtful, richer candidate experience that we can build on and constantly improve.* "

The Results

124,125 chatbot conversations since launch.

45% of bot conversations took place outside of office hours, when recruiters would otherwise be unable to respond with a personalised candidate experience.

97% positive feedback from candidates undergoing the screening process delivered by the screening bot.

82% positive feedback from candidates chatting with the careers site bot.

5.7% average drop out rate from candidates chatting with Yodel's chatbots.

38% reduction in the average time to hire.

70,554 candidates screened by the screening bot in the second year.

9&10pm are the peak times for candidates to chat with the careers site bot – almost *quadruple* the amount of peak conversations during regular office hours.

¼ of all conversations took place during weekends.

MEET & ENGAGE

Meet & Engage has a suite of Candidate Experience Technology consisting of:

**Live Chat
Candidate Experience Chatbots
and Onboarding Solutions.**

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