A Walmart Case Study

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Video
A Walmart Case Study:
Reinventing Kenexa Support for a Global Enterprise.
#Hungry?
Connect with my team: @walmartcareers #WMTjobs
Agenda

- About Walmart
- Recruiting Technology Challenges
- Reinventing Kenexa Support
About Walmart

★ 250 million+ weekly transactions
★ 2.2 million+ associates
★ 11,000+ retail units
★ 70 different banners
★ 15 formats in 27 countries
★ ~$485 billion
Multiple Banners with One Mission.

Save Money. Live Better.
I’ve always been driven to “buck the system”

- Sam Walton
IBM Kenexa
- Implemented in 2009 -
Last year we hired 500k people.
Our Recruiting Systems

Kenexa BrassRing

Proprietary System

Disparate Systems
Global Challenges
One Idea:

How could we reinvent the way we support our global business?
One-Team Approach
Goal: Create a Simplified Experience
Building a Global Support Model

- April: Joint Planning
- May: Team Onboarding
- June-August: Knowledge Transfer and Infrastructure
- September: Parallel Processes
- October-December: Go Live
- January: Stead State
Key Success Factors

1. Joint planning
2. Outcome based deliverables
3. Leverage unique relationship
4. Enhance support processes
5. Ability to scale
Solution

Walmart Recruiter
- Questions or issues

IBM Service Desk
- Serves as initial single point of contact
- Log, triage & oversees incident resolution

CSM / Engineering
- Resolves complex issues, problems or incidents
- Provides root cause analysis
Transition Needs

★ No impact to users
★ Knowledge sharing was a must
★ Stakeholder support & buy-in
★ Ability to scale as needed
Global Support Rollout

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<td>US Home Office</td>
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Challenges

★ Kenexa CSMs were focused on incidents
★ Scalability was a concern
★ Team productivity was impacted by previous support model
★ Fear of resistance to change
Challenges

- Lack of documented processes
- Minimal visibility to support tickets
- Relationship was not in a good place
Win-Win-Win

System Users

Kenexa CSM’s

Recruiting Technology Team
Before & After Stats

MTTR

Pre STAB Implementation: 7.65
Post STAB Implementation: 0.57

From over 1 week to less than 1 day!
Before & After Stats
Trained Resources

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<tr>
<th>Trained Pre STAB</th>
<th>Trained Post STAB Implementation</th>
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10X Trained Support Staff
Before & After Stats

Hours Available for Support

Hours Available Pre STAB: 40

Hours Available Post STAB Implementation: 144

24/7/365 SUPPORT
Before & After Stats
Language Support

Languages Pre STAB
- English

Languages Post STAB Implementation
- English
- Spanish
- Mandarin
- French Canadian
- Hindi
Support Team Stats
Contact Type

Email 15%
Phone 37%
Web 48%
Testimonial

“I just called our GRS helpline for the first time and I give them a perfect 10 on customer service, response time and quality! Get excited for quick fixes in GRS!

- LauRon, Corporate Recruiter
Key Learnings

★ A dedicated team works better for us
★ Document everything...and more
★ Be intentional about change management
Key Learnings

⭐ Continually reinforce and communicate the benefit of the change
⭐ Leverage data to continuously improve
Creating the best candidate experience is critical to getting the best talent –

That’s the key.
“To succeed, stay out in front of Change.”

- Sam Walton
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