

LEADING DIGITAL ENTERTAINMENT COMPANY REDESIGNS CAREER SITE, DELIVERS IMPROVED CANDIDATE EXPERIENCE AND BUILDS A STRONGER SOURCE FOR CANDIDATE PIPELINE

TimeWarner

Time Warner Inc. is a leading media and entertainment company, whose businesses include interactive services, filmed entertainment, television networks and publishing. Website: www.timewarner.com

Time Warner Inc. had no shortage of candidates coming to their career site. What they did have was an opportunity to increase the conversion rate of the number of people who not only visited, but also applied for a job or submitted their contact information for consideration with one of the company's media and entertainment divisions. A survey of candidates visiting the career site revealed that it wasn't easy to navigate and didn't have the depth of information today's job seekers expect when researching noteworthy companies. In response, Time Warner partnered with Kenexa, an IBM Company, to retool their corporate career site and strengthen their employment brand. By making it more visually appealing, rich with content and easier for candidates to submit their resume, Time Warner has a more robust resource for sharing candidates across their divisions while building a stronger candidate pipeline.

Time Warner Inc. is a leading media and entertainment company, whose businesses include interactive services, filmed entertainment, publishing and television networks. Their divisions, AOL, Time Inc., Home Box Office, Turner Broadcasting System and Warner Bros. Entertainment, maintain unrivaled reputations for creativity and excellence as they keep people informed, entertained and connected. Headquartered in New York, the company employs 42,000 individuals across its divisions.

SHEER AMOUNT OF JOBS MADE FOR CHALLENGING CANDIDATE EXPERIENCE

Committed to using technology to get the most value from their recruiting efforts, Time Warner introduced Kenexa 2x BrassRing[®] in the spring of 2002 to create a unified employment brand across its divisions. 2x BrassRing is a best-of-breed recruitment technology

system that is ideal for large volume recruiting and helps companies source and track candidates in the hiring process.

It had been several years since launching the enterprise-wide career site and while that allowed Time Warner to strengthen its employment brand, the candidate-facing talent Gateway didn't contain depth of content relating to what it was like to work at the company or within a particular division—information candidates want to know when making employment decisions. For example, candidates couldn't glean information about the corporate culture, Time Warner's commitment to diversity or position on work-life balance.

"We wanted to redesign the site to be more visually appealing to candidates, be able to showcase what it's really like to work at our different divisions and provide insight to what Time Warner is like as a company," said Lisa Wong, manager of Recruitment Operations in the Worldwide Recruitment and Executive Search Team. "We also wanted to make the process easier for candidates to find jobs of interest and have additional ways in which they could look for jobs and different ways in which we were grouping the different types of opportunities we had by division, industry, areas of interest and location. By bringing that up a level, once candidates hit our site, they can find areas of interest very quickly."

Added Randall Gross, Time Warner's senior manager of Corporate IT, "We also wanted to have more information about our divisions; we found that some people didn't realize Time Warner also consists of AOL, Warner Bros. and HBO. We have a high volume of jobs posted, and so for the candidate coming to our site, it was difficult for them

to drill into the jobs they were looking for because of the sheer amount of jobs. We wanted to create a better search experience in narrowing down the pool of jobs so they could then find the jobs they were most qualified for and submit their information."

COMPETITIVE ADVANTAGE OF COLLABORATION

"One of the drivers for the project was feedback from our divisional counterparts that candidates were getting confused as to why they were getting transferred from divisional sites like HBO.com to our Time Warner searching jobs experience," said Amy Lopes, lead consultant, Corporate IT. "Once they came into our Gateway, they would have to go through two or three clicks plus multiple criteria selection to view a list of job openings at HBO. We wanted to make it more accessible so with one click a candidate could see all the jobs at HBO."

To start the project, Time Warner's recruitment, IT and corporate communication teams collaborated with an external design firm and Kenexa to define objectives and brainstorm how to enhance the career site and deliver an improved candidate experience.

One area that was defined as mission-critical was building a candidate pipeline for the company's digital and multiplatform advertising sales talent needs. Through Kenexa's eLink technology, the company was able to create different modules to house relevant content about these mission-critical areas and then seamlessly redirect candidates to the 2x BrassRing Talent Gateway to submit their information.

"These weren't necessarily open positions, but areas that we are looking to build talent pipelines," added Gross. "Through the Kenexa solution with the redesigned site we were able to be very clear about what these areas were—that they were not jobs, but areas we are looking to target candidates for consideration for future opportunities."

BETTER EXPERIENCE RESULTS IN HIGHER YIELD OF CANDIDATES SUBMITTING INFORMATION

One of the areas measured pre- and post-design was submission yield—how many candidates viewed job postings and then submitted information.

"We get upwards of one million search result pages viewed by candidates every month and following the redesign the number of candidates that submitted into our system dramatically increased," said Gross. "The improvement from pre-launch to post-launch was 10 percentage points and then, year-over-year; it was an 18 percentage point increase. That more than doubled the effective yield. So, we know that we are having a higher success rate for candidates locating the jobs that they are interested in and are a good fit."

The team also surveyed candidates for feedback both pre- and post-launch on how likely they would be to return to Time Warner's site, how they rate the ability to find the jobs they are interested in and how easy it is to submit their information.

"We conducted a quick survey at the end of their submission to get a quick benchmark before we launched the redesign," said Lopes. "We gathered that information, launched the redesign and compared the results of those same questions. We saw a definite increase for first time visitors on how likely they'd be returning to our site and how valuable the information was on the site."

In all areas surveyed, Time Warner saw increased feedback. There was an uptick in how easy it was for the candidates to find the job and how easy it was to submit their information. Candidates also rated the site as better in comparison to other company career sites.

"That was one of our most significant changes as it related to this survey," she added. "It was a five percentage point increase and because we conducted pre- and post-surveys we have measurable improvements in those survey points."

Now, candidates have more information readily available when searching for jobs with Time Warner and are able to learn quickly about the different types of opportunities that exist either across the divisions or uniquely within each division.

"Successful recruiting, by and large, is a numbers game," said Gross. "Our underlying Kenexa 2x BrassRing system has been in place for nearly nine years and has several million unique candidates in our database. Any recruiter and any division can leverage that entire database which has been fed with candidates coming to the site and submitting to jobs from all divisions. Being able to leverage that across our divisions is a tremendous asset."

Moving forward, the company plans to apply the same deep link technology to its internal talent Gateway, the company's Employees First Program, which communicates internal job opportunities.

"Kenexa helped us incorporate branding principles to our career site, which has enabled us to deliver a lot more information upfront to candidates who are considering a career with Time Warner or any of its divisions," said Gross. "We're a digital media company so it's important to us that our career site is digitally appealing. Kenexa's expertise, level of partnership and collaboration remains of high value to us and has allowed us to strengthen our employment brand and support our recruiting efforts."

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