



## Indigo Books & Music Personalizes Recruiting

Indigo Books and Music  
Best Advance in Talent Acquisition Process  
September 2017



### Company Background

# Indigo

Company At-a-Glance	
Headquarters	Toronto, Canada
Year Founded	1996
Revenue	944 Million in FY16
Employees	6,000
Global Scale	Canada
Customers/Output, etc.	Books, gifts, and specialty retailer
Industry	Retail
Stock Symbol	IDG (traded on the TSX)
Website	<a href="https://www.chapters.indigo.ca/en-ca/">https://www.chapters.indigo.ca/en-ca/</a>

### Budget and Timeframe

Budget and Timeframe	
Overall budget	\$100,000
Number of (HR, Learning, Talent) employees involved with the implementation?	4

Number of Operations or Subject Matter Expert employees involved with the implementation?	30
Number of contractors involved with implementation	1
Timeframe to implement	8 weeks
Start date of the program	April 1, 2016

## Business Conditions & Business Needs

---

Indigo Books and Music Inc., Canada's largest book, gift, and specialty toy retailer, employs more than 6,200 people throughout the country. A recipient of the Canadian Randstad award as a top Canadian retail employer brand, the company places great emphasis on a positive experience for employees.

To maintain that award-winning experience, the company realized that it needed to keep pace with the needs of the modern workforce. As candidate and employee behavior is becoming increasingly mobile, transparent, and dynamic, the company needed to simplify the application process, offer self-service for managers and employees, and create a branded experience from hiring through onboarding.

## Overview

---

Indigo set two key goals for the program:

- Create an easy-to-use and personalized candidate experience.
- Extend the candidate experience into a connected, dynamic new hire experience.

To strategically meet these needs, Indigo selected SmartRecruiters to attract candidates and SilkRoad Onboarding to help personalize a branded journey from candidate to employee.

## Design and Delivery

---

To meet its goal of an easy-to-use experience, Indigo implemented SmartRecruiters, an end-to-end recruitment marketing and hiring management platform. It enabled candidates to use their phones to hop into the career site, apply for a position, and check



status. The company also can connect candidates to its brand, which helped capture interest at an early stage.

Indigo set up a personal experience where candidates would feel like they were speaking one-on-one with Indigo. The company can now deliver personalized communication using a real contact name, giving an intimate feeling to the interaction.

Indigo found it easy to add the look and feel of the employer brand and quickly connect employees to it. Indigo's new hires know why they are there and all about the company mission before they step into the building.

SilkRoad Onboarding helped to create a consistent brand experience across multiple stores and regions. With different locations and different roles, Indigo's workforce was complex. Creating a personalized, consistent journey for everyone was a daunting, manual task prior to implementing the new solution. With SilkRoad, Indigo has also been able to customize five hiring processes and adapt complex processes to meet its needs.

## **Integration**

Indigo extended its candidate experience into a dynamic new hire experience by connecting recruiting and onboarding into one seamless journey.

New hires receive an invitation to access the new hire portal right after an offer is accepted. The portal includes information that starts the process of integrating new hires into the company with information on culture, mission, and training. New hires also gain insight into what their first day and beyond will include. Indigo now connects new hires to the candidate experience, creating a single, fluid journey to strengthen talent processes.

## **Measurable Benefits**

---

SmartRecruiters increased store and hiring manager satisfaction from 72% to 94% in 12 months and made a big impact on seasonal hiring. The company successfully hired 1,900 candidates in a 10-week window and completed the process three weeks early, which meant new hires were in the stores selling in record time.

Candidate feedback was equally positive.

"We had one vice president who thought it was amazing that he could complete all his paperwork in advance of his first day. He told us this was the smoothest onboarding process of his whole career." –Indigo Books and Music



## Overall

---

Indigo's look forward includes three main initiatives:

1. Spending more time learning from the company's unsuccessful candidates what it can improve about its candidate experience.
2. Embedding its brand within talent communities in areas of its business where it anticipates future growth.
3. Extending the seamless new hire experience to other stages of its employee lifecycle.

## About Brandon Hall Group

---

Brandon Hall Group is a HCM research and advisory services firm that provides insights around key performance areas, including Learning and Development, Talent Management, Leadership Development, Talent Acquisition, and HR/Workforce Management. With more than 10,000 clients globally and more than 20 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

### Inspiring a Better Workplace Experience

**Our mission:** Empower excellence in organizations around the world through our research and tools every day. At the core of our offerings is a Membership Program that combines research, benchmarking and unlimited access to data and analysts. The Membership Program offers insights and best practices to enable executives and practitioners to make the right decisions about people, processes, and systems, coalesced with analyst advisory services which aim to put the research into action in a way that is practical and efficient.

### Membership Offers Tailored Support

Our membership delivers much more than research. Membership provides you direct access to our seasoned team of thought leaders dedicated to your success, backed by a rich member community, and proactive support from our client services team.

### RESEARCH ACCESS & EVENTS

- Reports
- Case Studies, Frameworks & Tools
- DataNow® & TotalTech®
- Webinars and Research Spotlights
- Annual HCM Conference

### ADVISORY SUPPORT

- Ask the Expert
- 1 on 1 Consultations
- Research Briefings
- Benchmarking



## CLIENT SUCCESS PLAN

- Your Priorities
- Executive Sponsor
- Client Associate
- Monthly Meetings

## Strategic Consulting Offers Expert Solution Development

Our consulting draws on constantly updated research and hundreds of case studies from around the globe. We provide services that simplify and target efforts to produce business results.

## BENCHMARKING

- Competitive/Comparative
- Maturity Model
- Custom Research

## STRATEGY

- Business Case
- Planning
- Organization & Governance

## TECHNOLOGY SELECTION

- Vendor Selection
- Architecture Design
- Systems Evaluation

## DEVELOPMENT & INTEGRATION

- Program Design
- Assessment
- Survey
- Process Integration

For more information, contact us at [success@brandonhall.com](mailto:success@brandonhall.com).