# The Future of Frontline Recruitment

The Foundational Guide to High-Volume Hiring

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# Introduction

# The Connection Between Candidates & Consumers|

**Have you ever thought about what makes a stellar consumer experience?** Whether you're shopping for new clothes or dining at your favorite restaurant, you know a business that deserves a **5-star** review when you see it:

- You're attended to quickly, in a manner that respects your time in every interaction

- The product or service you receive greatly exceeds your expectations

- All the associates involved go above and beyond to make you feel welcome and valued

Now put yourself in the shoes of those associates and imagine what they go through when they're applying to their next position. **Here's what the typical job search looks like today:**

- Manually entering the same information into form after form

- Waiting days or even weeks for a response

- Being treated like they're nothing special, just a number in a queue

Leading talent acquisition (TA) teams know that it doesn't have to be this way, that frontline workers deserve the same stellar experience that they deliver to their customers.

**Because if frontline workers are so "essential," shouldn't they be given the VIP treatment?**

We at Emi certainly believe so, which is why this guide is specifically for **TA teams** focused on frontline recruitment. Inside, we detail the impact of this global workforce and discuss the unique challenges of high-volume hiring.

We then reveal the key pillars of a quality candidate experience and offer a deep-dive into how your company can **attract, engage and onboard top frontline talent in record time.** Finally, we explain the benefits of modern recruiting automation technology and suggest things to keep in mind when evaluating available solutions.

Throughout this guide you'll also gain access to best practices and lessons learned from Emi's own world-class customers, including **Burger King** and **7-Eleven.** So join the future of frontline recruitment, **and let's jump in!**

If this guide piques your interest and you'd like to learn how to put the frontline at the forefront of your hiring strategy, please reach out to us.

Emi is the frontline recruitment automation platform that helps companies fill **high-volume roles—fast.**

Automatically screen thousands of applications, streamline the interviewing process, and personalize every interaction for a quality candidate experience.

**REQUEST A DEMO**

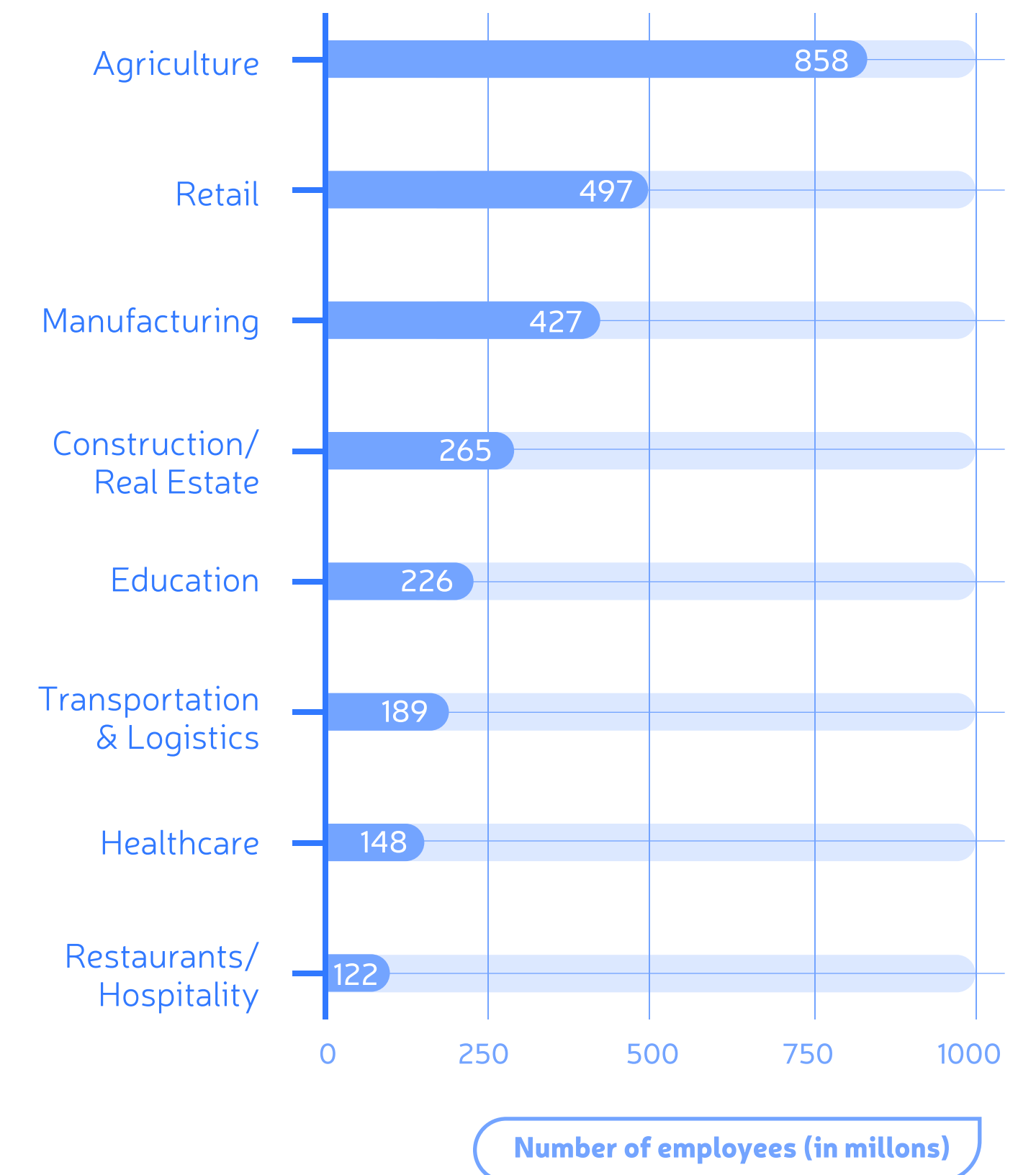## Our Working Definition of Frontline Workers |

**It's important to clarify how we at Emi define frontline workers, because up until a couple years ago, the term was rarely used to describe corporate employment.**

For hundreds of years, being **"on the front line"** meant engaging in military combat or serving in roles of recovery and response. Soldiers, firefighters, paramedics, and law enforcement—these continue to be our frontline workers in the most literal sense.

But then Covid-19 wreaked havoc around the world in 2020, and in the early months of the global pandemic, the definition of frontline dramatically expanded when a clear line was drawn between what was **"essential"** and **"nonessential"** work.

And while we don't want to grossly oversimplify the nuances of distinguishing the two, most often the delineation came down to whether a person needed to provide their labor in person.

### > Global Frontline Workforce

Agriculture — 858
Retail — 497
Manufacturing — 427
Construction/ Real Estate — 265
Education — 226
Transportation & Logistics — 189
Healthcare — 148
Restaurants/ Hospitality — 122

0    250    500    750    1000

**Number of employees (in millons)**

The top 8 deskless industries
(source: **Emergence Capital**)

# The Overlooked Out-of-Office|

In "The Rise of the Deskless Workforce," a survey conducted by Emergence Capital, **2.7 billion people**—the vast majority of the world's workers—**don't sit at a desk.** These frontline workers are the lifeblood of the global economy, doing the hardest, most important work in critical industries like **retail, restaurants, hospitality, manufacturing, and transportation.**

Frontline workers can't properly access professional opportunities and career growth if they don't have adequate infrastructure to do so.

And yet, the venture capital firm reports:

> " Despite being 80% of the workforce, these workers have been forgotten and overlooked by technology providers. Traditionally, little of the $300 billion that is spent on business software each year has gone to these workers."

Most talent acquisition tools are designed for HR professionals who support desk jobs, while those who support frontline workers are left without solutions that serve their unique needs.

The good news is that 82% of companies in deskless industries plan to increase their spending on technology. We think it's time that **software,** in particular, finally solve for one of the most significant struggles they're **facing—high-volume hiring.**

# 82%

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# Unblocking the
# HR Supply Chain

# Unblocking the HR Supply Chain |

The ripple effect of the global coronavirus pandemic impacted the supply chains of nearly every enterprise, but **retailers, manufacturers and other frontline industries are still weathering particularly turbulent storms.**

However, while much news around supply chain challenges has been focused on goods and services, the effects on the HR supply chain of hiring and retaining talent has been equally as alarming:

**Low fill rate:** There are 11 million unfilled jobs in the Untied States alone, "the vast majority of which are tied to a specific location and cannot be performed remotely."

**Sourcing struggles:** In 2021, 73% of companies had difficulty attracting employees, nearly three times the number from the previous year.

**Record-high turnover:** These labor shortages are exacerbated most on the frontline where industries are suffering from triple-digit turnover rates.

As much as these issues weigh down every aspect of a business, **there is a silver lining:** When frontline and hourly employees are empowered to improve their working conditions and demand better treatment, it raises the bar on what's expected to be a world-class company.

And when it comes to talent acquisition, there are three particular pain points that are limiting your organization's ability to win over workers:

**1**

### Slow to hire:

Employer responsiveness is critical in recruiting. In fact, being hired quickly is the <u>most important factor</u> to hourly job seekers—even more important than pay. So it doesn't matter if your wages are higher or your benefits are better if your business takes too long to follow up with candidates.

**2**

### Highly manual processes:

82% of HR professionals at large employers are <u>working beyond capacity</u>, so every minute wasted on manual, repetitive tasks makes the recruiting process slower, more cumbersome and labor-intensive. Automation is key in reducing recruiter workloads and accelerating time-to-hire.

**3**

### Poor candidate experience:

Recent research proves that the greatest challenge to finding talent is <u>lacking well-qualified candidates.</u> Top frontline talent is sought after and won't tolerate lackluster responses, mismanaged interviews or ghosting. If you don't want the best of the best to slip through the cracks, you'll need to wow them.

This is not to say that TA teams are solely responsible for these pain points—most often, the real culprit is their **legacy recruiting and HR technology that's holding them back.**

In the next section, we'll walk through the **key pillars** of a quality candidate experience and how modern solutions can enable them to unblock the HR supply chain, so you can achieve your high-volume hiring goals.

# The Key Pillars of a Quality Candidate Experience

# The Key Pillars of a Quality Candidate Experience|

It can be difficult to define the criteria of a quality candidate experience. The answers will change depending on which recruiters and hiring managers you ask. But there are commonalities among the practices of the best businesses—the industry leaders with enviable employer brands where everyone wants to work.

It often boils down to the following **three key pillars.** We'll walk through each one and provide **mini-checklists** on how you can better uphold them using the right recruiting automation platform.

★★★★★

**1**    > Speed

**2**    > Efficiency

**3**    > Empathy

## 1

### > Speed

Every recruiting tool out there will claim to help you hire better people, faster. But many companies are faced with what's commonly referred to as the **"leaky bucket problem,"** meaning a quick time-to-hire won't inherently fix things if you have high turnover.

Talent **acquisition** and **retention** are equally important, so make sure your tech stack can help solve for **quantity** (how many candidates you can reach) and **quality** (how successful they'll be in their roles). Here are a few items you'll need in your toolbelt to solve the leaky bucket problem and significantly reduce your time-to-hire.

✅ **24/7 candidate communication**

✅ **Real-time recruiting analytics**

✅ **Full-funnel performance metrics & reporting**

**2**

**> Efficiency**

Speed alone won't deliver a quality candidate experience if the entire process is messy, confusing and weighed down by bureaucracy. Automating the hiring lifecycle from end to end will standardize each stakeholder's role and streamline every part of the process.

Once you've achieved greater efficiency in the candidate experience, you'll not only dramatically reduce application dropoff rates but also **predict** and **reduce turnover by recruiting the right employees.** Here are top items to increase the efficiency of high-volume hiring.

✓ **Seamless integration with your ATS, careers page & social networks**

✓ **Automatic interview scheduling: individual, group, on-site or remote**

✓ **Enterprise readiness with single sign-on and SOC2 compliance**

**3**

**> Empathy**

Most employers care about hiring workers faster and more efficiently, but prioritizing putting job seekers first gives you a competitive advantage, especially at a time when candidates have numerous options on where to work. An **empathetic candidate experience** involves personalizing each interaction and serving as a guide along the hiring process.

**Technology** is essential to practicing empathy. The right solution can act as the candidate's personal assistant, from answering their FAQs to sending calendar reminders. Here are a few more features your recruiting automation platform will need to increase candidate satisfaction and strengthen your employer brand.

✓ **Algorithmic screening and scoring to reduce bias**

✓ **Multi-language support with native natural language processing**

✓ **A dedicated customer success and implementation team to serve as your partner**

**Don't have a recruiting automation platform or your current tech stack leaves much to be desired?** No need to worry, because in the **next section,** we explain **how to optimize each phase of the hiring lifecycle** with Emi and share success stories of how some of our largest customers are paving the way in frontline recruitment.

# Optimize the Entire Hiring Lifecycle With Emi

# Attract

With so many unfilled jobs around the world, it's safe to say that everyone is hiring. To attract top talent on the frontline, you'll need to stand out among the crowd of companies vying for their attention.

Emi enables your company to reach out to prospective candidates wherever they are, with **integrations** to leading **online job boards, custom links** for social media and **paid advertising, QR codes** for in-store recruitment, and more. **Make applying to jobs frictionless** with click-to-chat career pages, and facilitate conversational interfaces via SMS and popular messaging apps, like Facebook Messenger and WhatsApp.

| Candidate | > | **Apply to jobs via SMS, Facebook Messenger and WhatsApp**<br><br>**Cut out resumes and tedious forms** |
|---|---|---|
| **Recruiter** | > | **Integrate with careers page, job boards and social media platforms**<br><br>**Automatically screen applications** |
| **Hiring Manager** | > | **Reach out to prospective candidates wherever they are**<br><br>**Define screening criteria** |

# Success Story: Burger King

As the second-largest fast-food hamburger chain in the world, **Burger King** understood the challenges of hiring at high-volume. In Argentina alone, each month their team received over **3,500 applications** for its **180 stores.** The biggest issue they faced was a lack of standardization that led to a negative experience for both job seekers and recruiters.

To standardize the hiring process and ensure no applicant slipped through the cracks, **they implemented Emi's recruiting automation platform.** Now Burger King has in-store **QR codes** to attract new candidates, **automated screening via chat,** and personalized responses based on **brand guidelines.** Store managers save valuable time and candidates feel valued in the process—it's a win-win.

> ## Results

**30%**
faster
time-to-hire

**4↑**
4x growth in
candidate applications

**90%**
interview
attendance rate

❝ **Emi helped us shorten our recruitment process, decrease our early turnover and increase our number of applicants, providing a better experience for candidates all along the process.**

**Sabrina Martins**
HR Manager at Burger King

# Engage

Every company wants to engage candidate with a quality experience, but too often recruiters and hiring managers are distracted by high-cost, low-value tactics. With Emi, you can streamline the entire hiring process and remove headaches for everyone involved.

Engage your future frontline workers **where they are—on their phones.** Emi manages high-scale, decentralized hiring processes. We do this by automating communication and interview scheduling using **chatbots**—not just with candidates, but with hiring managers too.

Need to allocate resources in real time? Emi matches candidates based on location and specific site needs.

| Candidate | > | Provide interview availability on-demand via SMS and messaging apps<br><br>Communicate in your native language |
|---|---|---|
| Recruiter | > | Coordinate 24/7 communication between candidates and hiring managers<br><br>Decentralize hiring across locations |
| Hiring Manager | > | Automatically schedule interviews virtually and in-person across job sites<br><br>Screen and evaluate candidates |

## Success Story: Sigma

A global leader in the food and beverage industry, **Sigma** has a broad portfolio of over 50 brands in the categories of dairy and packaged meats, including Oscar Mayer and Yoplait. Because they sourced all candidates offline via local newspapers and billboards, little of their hiring process for hundreds of distribution centers was digitized.

This meant that no pre-screening occurred and candidates suffered up to three hours in waiting rooms due to a lack of interview coordination. With Emi, Sigma can now **integrate with online job boards** and **social networks,** as well as access **offline sourcing** with QR codes on flyers and distribution trucks. Today, candidates are engaged 24/7 on their messaging app of choice, pre-screened for all facilities and assigned the best positions for their needs.

> **Results**

**30**%

Shortened time to hire by 30%

**20**%

20% reduction in turnover

★ ★ ★ ★ ★

**4.7/5** candidate satisfaction

" We didn't sacrifice the candidate experience despite efficiencies. The candidate's application experience improved. They rate the experience 4.7/5."

**Javier Lozano**
Talent Acquisition Manager at Sigma

# Onboard

Once you've extended offers to your new employees, it's time to set them up for success so they feel confident in their role from Day 1. Up to **40% of frontline managers** are in their first year of a leadership position, so proper training, coaching and mentoring are crucial at this stage.

Emi allows hiring managers the freedom to focus on people management and foster their leadership skills by streamlining the logistics around onboarding. **Emi's full integration** with your **ATS** and **HR tech stack** enables easy collection and validation of new hire signatures and documentation. Evaluate your recruiting performance and close the feedback loop with custom **dashboards** and **real-time hiring analytics.**

| Candidate | > | Electronically submit signatures and employment documents |
| | | Show up on Day 1 feeling confident and supported |
| Recruiter | > | Automatically collect and validate employment documents |
| | | Evaluate recruiting performance with real-time analytics |
| Hiring Manager | > | Automatically check candidate references and extend job offers |
| | | Focus on people management and training |

## Success Story: 7-Eleven

With over 78,000 stores in 19 countries and territories, **7-Eleven** is a household name around the world. In Mexico specifically, Iconn serves as the holding company for 7-Eleven's retail convenience stores, as well as Petro-Seven gas stations, MercaDia stores, and a number of other brands and distribution centers.

**In 2020, 7-Eleven set out to centralize its HR operations in Mexico,** shifting from **300 recruiters** across the country to a single hub to manage hiring for **20,000 people at nearly 3,000 stores**—a monumental feat of communication and coordination.

**Emi's two-way live chat solution enables 7-Eleven** to manage the candidate pipeline for this new centralized hub, **controlling all digital sourcing, pre-screening, interviewing scheduling and documentation.** Now candidates can apply anywhere, anytime, and 7-Eleven is well-equipped to support them from start to finish.
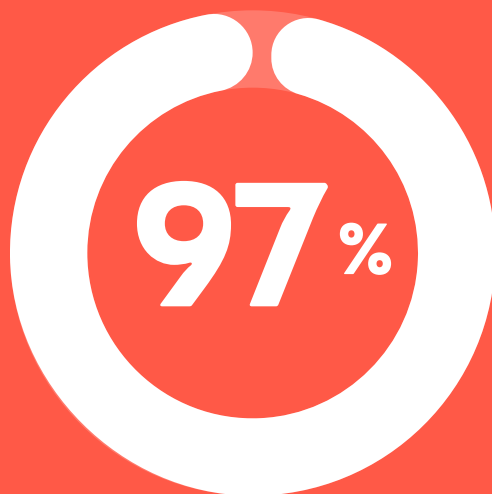
> ## Results

**45%**

**Shortened the candidate hiring cycle by 45%**
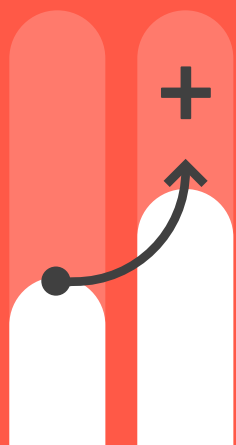
**Increased interview-to-hire rate from 40% to 60%**

**97%**

**Reduced documentation collection time by 97%**

" We hire candidates in less than four days, from application to hire. Emi screens candidates and coordinates between multiple stakeholders, including store managers!"

**Beatriz Sotres**
Head of Talent Management at 7-Eleven

# Summary

Odds are, if you're reading this guide, you already know that **frontline recruitment** should be a **top priority.** But when you're serving a large global enterprise, hiring is everyone's responsibility, because your company's success is determined by its ability to **attract, engage and onboard employees.**

Frontline recruiters and talent acquisition teams need solutions specifically designed for them. If you're looking to modernize and automate your high-volume hiring, **Emi is here to help.**

# Why Emi?

**Emi is the frontline recruitment automation platform that helps companies fill high-volume roles—fast. The largest global brands, like Walmart, 7-Eleven, Burger King, Danone, and Heineken, trust Emi to automatically screen thousands of applications, streamline the interviewing process, and personalize every interaction for a quality candidate experience.**

Emi reaches candidates wherever they are and makes applying to jobs frictionless via SMS and popular messaging apps, like Facebook Messenger and WhatsApp. Screening and interview scheduling is completely automated with Emi's 24/7 candidate communication.
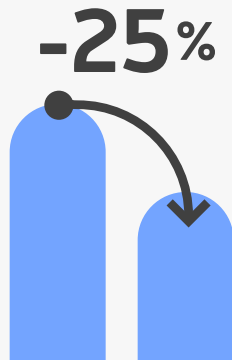
Once you've closed your best candidates, Emi makes onboarding easy with digital signature collection, document validation and process management. And with Emi's custom hiring analytics and dashboards, your team can evaluate its performance and optimize every stage of the recruiting funnel.

## On average, businesses that use Emi:

**50%**
Accelerate time-to-hire by 50%

**-25%**
Reduce employee turnover by 25%

**+2h each day**
Save two hours every day for each recruiter

### Trusted by

7-ELEVEN    BURGER KING    Sigma

★ Heineken®    DANONE ONE PLANET. ONE HEALTH

## Join the future of frontline recruitment, with Emi.

**REQUEST A DEMO**

# eʌʌi

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