

case study

A New Look

J.Crew gets a makeover with SAP SuccessFactors Onboarding & New Employee Portal

J.CREW

3DRESULTS



“ You ask them anything and they come back with everything you could need and more. ”

Emily Kennavane
Senior HRIS Manager
J.Crew

While J. Crew believes there is more than one way to wear an outfit, the HR organization firmly understands when it comes to hiring and onboarding there needs to be a simple and elegant solution that works for everyone.

About J.Crew

J.Crew is a multi-brand, multi-channel specialty retailer of apparel based in New York City. With 15,000 employees and 575 stores worldwide, it is critical that managers are able to properly administer all employee life-cycle HR activities.

Seeing the Pattern

Given the high-volume and high-turnover nature of J.Crew's industry, efficient recruiting and onboarding practices are of particular importance. A pattern started to emerge and three key areas were identified where it was time for a makeover:

Onboarding - An existing SAP SuccessFactors customer utilizing much of the product suite, J.Crew had received great value from their Recruiting Management (RCM) and Recruiting Marketing Career Site Builder (CSB) deployments. However, not every component of J.Crew's hiring practices was working for the organization. Relying on paper-based onboarding processes for all of their employee populations, J.Crew found that pre- and day one activities proved cumbersome for new hires and required additional effort by hiring and HRIS managers.

Compliance - Another important concern had to do with legal compliance. As a leader in retail hiring, J.Crew participates in a project with Homeland Security to manage employment compliance. Tracking paper I-9s and signatures on arbitration policies was just not meeting J.Crew's elevated standards.

Cutting Cost - Finally, there was an excess of cost to the entire process. Considering the amount of wasted time, not to mention the gross amounts of paper and ink, J.Crew was spending far more than necessary to effectively onboard new employees.

This combined with the need to accurately and efficiently track compliance meant that it was time for J.Crew had to replace its old ways.

The Perfect Match

Because 3D Results is home to consultants who are not only experts in SuccessFactors configuration but also bring experience in previously-held functional HR roles, J.Crew has trusted 3DR to guide them through the organization's implementation projects since 2011.

As the leading Recruiting implementation team in the ecosystem, and one of the first asked by SAP SuccessFactors to implement the Onboarding tool, 3D Results remained J.Crew's partner-of-choice when it came to fixing their inefficient processes. In April 2017, J.Crew and 3D Results kicked off a five-month project to complete the company's Recruiting Execution solution by deploying Onboarding and New Employee Portal.

- In the Corporate office, J.Crew sent out a packet in advance to an employees start date, but often forms wouldn't be filled out, costing 20-25 minutes of time on the first day
- In the Field, managers would print the 100+ page New Hire packet to have the associate complete on day one

Seamless Stitching

To ensure a smooth transition from manual, paper-based processes, 3DR consultants worked with the J.Crew team to understand the company's pain-points, complete thorough requirements gathering, and discuss business process and configuration best practices before any design decisions were made. Areas for process improvement, as well as variations between divisions' needs, were quickly identified.

Together, the team worked to streamline the organization's onboarding process – including amalgamating and eliminating duplicative forms and signature processes – while still designing J.Crew's solution to account for necessary differences amongst business segments. For example, Onboarding was configured for J.Crew's field policies to not appear for certain populations (like those hourly employees at distribution centers) until a new hire is onsite for orientation, at the same time not requiring other employee populations to follow this standard. "We do things a little different at J.Crew, and any time we brought a situation to the table, our consultant would offer us three options. He always had a solution for anything unusual we did," said Emily Kennavane, J.Crew's Senior HRIS Manager and Project Lead.

J.Crew's project wasn't limited to Onboarding configuration. 3DR Results helped the organization craft an end-to-end solution by looking holistically at the entire recruiting and onboarding journey. This meant making changes to J.Crew's existing RCM configuration, by updating the distribution center manager requisition template and status set to follow the same workflow as other exempt populations, linking J.Crew's application to their WOTC vendor, and enabling Onboarding to pull information from RCM and push it into J.Crew's HRIS to create the appropriate SAP ID. These changes brought clarity and efficiency to a previously confusing and somewhat cumbersome process. "We need our hands to be held a little bit and 3DR definitely did that. Our consultants set priorities, sent reminders, and kept us on track. You ask them anything and they come back with everything you could need and more," said Emily Kennavane.

THE SOLUTION

- **Onboarding** – implemented with custom, client-specific configuration
- **New Employee Portal** – created a responsive site that incorporates J. Crew's branding and business segment-specific language
- **Admin Guide** – provided a custom 20-page admin guide to aid in the maintenance of New Employee Portal
- **SAP ID reservation** – used SAP 2.0 Connector to pull information from RCM and push it into J. Crew's HRIS in order to create SAP Employee IDs for new hires without manual input
- **Link to WOTC vendor** – included link to WOTC vendor in RCM application to avoid candidates having to navigate through multiple workstreams
- **DocuSign** – implemented on Onboarding forms

Eliminated the 100+ pages of printed paper for each new hire by moving to an electronic process.





Dressed for Success

J Crew launched Onboarding, on-time and on-budget, at the beginning of October 2017, in time for peak hiring season. Their new solution provides a number of benefits to the organization:

- Cut day one administrative onboarding time by 75% as HR Generalists now only need to spend 5-8 minutes with each new employee, down from 20-25 minutes required before implementation
- Positive candidate end-to-end recruiting experience through an integrated solution
- Reduced overall onboarding time by 25% with an electronic and automated processes
- Increased speed-to-productivity by enabling SAP ID reservation prior to first day, saving HRIS managers 5-6 minutes per employee on manual HRIS entry - with thousands of new hires ever year minutes add up to big savings
- Streamlined forms so that new hires are only required to review information and sign in one place as opposed to signing between five to fifteen policy forms in the past
- Reduced the risks of data privacy and loss, and regained store space, as giant cabinets filled with each new hire's files are no longer physically present in each retail location
- Saved the hard cost of tens of thousands of dollars spent annually on paper and ink cartridges that were used to print 100+ pages of onboarding paperwork for each new employee

Today, J.Crew is able to offer a branded, streamlined experience for users – from the initial browsing of jobs, through the application process, and all the way to joining the company. Now that's a fashion statement! ■



847.582.4252

www.3DResults.com • Info@3DResults.com

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