

case study

# Fortified Recruiting

Worthington Industries  
Steeled for Recruiting Success  
with Career Site Builder



3DRESULTS 

“ We started ahead of the game with the site built for us with 3D Results! ”

Ashlyn Schneider  
Talent Acquisition Specialist  
Worthington Industries

*Founded in 1955, Worthington Industries is a leader in the diversified metal manufacturing industry. With 80 to 100 jobs posted at any given time, it is critical that the right people join the team to maintain the culture and live by the guiding philosophy of the Golden Rule - treating employees, customers, and suppliers how they would like to be treated.*

## A great place to work

As North America's premier value-added steel processor, Worthington Industries products and services are utilized across industries including agriculture, automotive, construction, energy, mobile equipment, transportation, and consumer brand retail products. Worthington has earned numerous accolades, including four appearances on *Fortune's* list of the 100 Best Companies to Work for in America.

## Challenges for growth

Seizing the opportunities presented by cloud HCM technology, Worthington Industries chose SAP SuccessFactors to streamline, accelerate, and connect processes for its 10,500 employees. In 2015, Worthington deployed most of the SuccessFactors product suite, including Recruiting Management (RCM) and Recruiting Marketing (RMK), in a big-bang rollout approach.

However, finding the right talent is a challenge for many organizations. Research has shown candidates respond

better to, and stay longer on, sites that are fully branded – those that offer a consistent look and feel and evoke the feeling of online shopping. However, Worthington's recruiting team found RMK was not delivering on the expected benefits based on the inherent limitation of requiring SAP SuccessFactors Professional Services for changes. Worthington felt it was falling short of having a professional recruiting site to reach qualified candidates and effectively market how it has been recognized as a great place to work, while providing a seamless, intuitive application experience.

The biggest problem centered on the fact that the legacy RMK tool required intervention (and the associated cost!) of a professional services team to make changes to career site content. What's more, it took six months for their former SAP SuccessFactors partner to get to even a fraction of their easiest requests... and by the time the updates were completed, the organization already needed to change content again. Unfortunately, Worthington Industries'

new solution was failing to evolve at the speed of their business.

Another problem was apparent when it came to gathering and analyzing data from Recruiting Marketing, which is key to understanding from where quality candidates originate and which parts of the website they explored for information. When implementing SAP SuccessFactors, they deployed an integrated career site – meaning that RMK was utilized primarily for its search functionality and linked to the corporate site, where most of their content was hosted. This setup was not unusual; many customers opted for an integrated career site due to the cost of having SuccessFactors professional services not only build, but also maintain, content pages such as culture, diversity, or internships.

However, this approach meant that Advanced Analytics – SAP SuccessFactors' tool for capturing and reporting on candidate information – was not living up to its promised potential. For example, if a candidate clicked on a job posting and then navigated to supplemental

company information, she had unwittingly traveled out of RMK to Worthington's corporate site, disrupting the tool's ability to track from where she entered the recruiting process. As such, Advanced Analytics delivered a skewed view of which recruiting providers – such as Indeed or CareerArc postings, Facebook ads, et cetera – resulted in the highest quality and quantity of hires.

## Fortifying a partnership with 3D Results

Frustrated by not receiving the full return on their investment, Worthington Industries issued an RFP in August 2016, to find an implementation partner that could help guide and elevate their solution.

Founded in 2008, by veteran HR executives and SAP SuccessFactors experts, 3D Results (3DR) approaches implementations and optimizations holistically, helping organizations define their business goals and configuring SAP SuccessFactors to achieve those objectives. Worthington Industries chose 3D Results as their partner for solving their most immediate and critical SAP SuccessFactors issues, identifying opportunities for process and configuration improvements, and expanding their solution functionality.

Additionally, SAP SuccessFactors is constantly adapting their products to be more and more internal administrator-friendly. The maturation of the Recruiting Marketing solution is one such example. In late 2015, SAP SuccessFactors released Career Site Builder (CSB), a tool that offers organizations the ability to update their content without the intervention of a professional services partner. A big plus was also the new Mobile Apply functionality which allows candidates to easily apply to jobs online from any mobile device.

As one of the first four implementation partners in the ecosystem, 3D Results maintains relationships with product managers at SAP SuccessFactors and frequently advises on product roadmaps and tests new product functionality. 3DR's industry-leading Recruiting Execution



practice was the first professional services team to implement Career Site Builder and has successfully completed more than 30 CSB projects since.

While working together to evaluate their SAP SuccessFactors priorities, Worthington Industries and 3D Results agreed that the conversion of Worthington's legacy RMK site to Career Site Builder would be a quick and valuable win.

## Creating a cast for change

At the beginning of the eight-week project, 3D Results consultants conducted an onsite meeting with Worthington Industries' system administrator, recruiting subject matter experts, and corporate communications experts. To kick start the engagement, 3DR's recruiting consultants had already developed Worthington's site on the Career Site Builder platform, based on the organization's branding guidelines and recruiting marketing best practices.

"By walking in Day 1 with most of the site already built, we were able to use our time together to educate the Worthington team about the tool's capabilities and make real-time changes while we had all of the necessary representatives in the room," explained Kelly Rasmussen, Principal Consultant

at 3DR.

"It was really nice to have a starting point to look at and tweak, and it wasn't overwhelming," Ashlyn Schneider, Talent Acquisition specialist at Worthington Industries, said of the experience.

Over the remainder of the engagement, the team worked together to adjust the site to meet the organization's satisfaction. "The project was very well-organized," says Chelsea Cahill, HRIS Analyst and Worthington's SAP SuccessFactors administrator. "Our 3DR consultants reviewed our open action items and timeline every meeting. We didn't have to keep track or manage that internally. It felt handled for us."

Seamless project management enabled the project team to focus on more important concerns, like making wise design choices. The

Worthington team was enthusiastic and ready to jump in to making changes to their category pages (job lists) and content pages (e.g. About Us, Benefits, Culture), while 3D Results consultants provided recommendations to ensure that Worthington's career site would support their business goals and align to the platform's best practices – for example, sharing the benefit of replacing a picture that had text saved as part of the image, instead separating the text into its own component to drive SEO and enhance accessibility.

Because the engagement included ongoing improvements to their career site, the team identified minimal issues when it came time to undergo User Acceptance Testing. And for those few items that did arise, Worthington Industries was pleased with 3DR consultants' fast turnaround time: issues were resolved the same day.

*"The project was very well organized," says Chelsea Cahill, HRIS Analyst*

## Steeled for success

Worthington Industries launched their fully-hosted Career Site Builder solution, on-time and on-budget, in July 2016. Their new site provides a number of benefits to the organization:

- **Reduced Cost of Maintenance.** Able to easily make changes to headers, footers, other text content, and pictures, Worthington Industries no longer has to rely on a partner for site updates – saving money year after year.
- **Better Analytics.** Replacing their integrated site with a fully-hosted SAP SuccessFactors career site solved Worthington Industries' challenge with distorted Advanced Analytics data. Today, Advanced Analytics provides accurate, comprehensive data, enabling actionable insight into Worthington's recruiting strategies.
- **Better Candidate Experience.** A fully-hosted site also means fewer clicks are required to apply for a job at Worthington Industries, enhancing the user experience and decreasing the fallout rate during the application process – and it's available with all mobile devices!
- **Results at the Speed of Business.** In addition to reducing their ongoing financial investment, Worthington Industries' solution provides continuous value as it enables relevant business changes to be reflected immediately, without the lag time associated with a third party.

"To maximize our clients' valuable time and money, we leverage our robust SAP SuccessFactors experience and custom 3DR tools to accelerate project timelines. That doesn't mean we speed through engagements with minimal effort. On the contrary, the more efficient we are as experts, the more time we have to dive deep with the client," says Lindsay Jauss, Service Director of Recruiting at 3DR.

"It was great. It went really well," said Jennifer Rohrbacher, Senior Manager of Talent Acquisition, "And we realized how bad it was the first time around." ■



*3DR's industry-leading Recruiting Practice was the first professional services team to implement Career Site Builder and has successfully completed more than 30 CSB projects since.*



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