

CLIENT PROFILE AND BACKGROUND

VisionMine was engaged by executives at a major US credit card company. The client in this case has over 40,000 employees based in 900 locations across the US and Canada. VisionMine was asked to help expedite an innovative HR project.

BUSINESS CHALLENGE

The client hiring process typically interviewed over 10,000 candidates a year. While the existing candidate sourcing and screening process at the client was effective and cost efficient, candidate contact and interviewing was costly and slow. In the existing process candidates' resumes were pre-screened by HR staff who established contact and performed initial phone interviews. When candidates were qualified and screened, they were then scheduled for in person interviews with HR and eventually the hiring managers. All these required complex scheduling steps and expensive travel in the case of in person meetings. They also necessitated manually collecting all of a candidate's HR interview questions, their associated answers, and resulting HR ratings in several disparate HR systems. This data was provided to the hiring managers for review and eventual candidate ranking.

One of the client's HR executives proposed an improved approach that shortened the process while reducing costs. The approach involved a novel idea for improving the scheduling and early face-to-face interview steps. The concept was to disseminate company background information, establish schedules, and perform initial interviews using smart tablets and video technology. This could reduce mailing costs, ease scheduling and reduce the requirement for the time and cost of travel to the client's office. The concept included providing branded smartphones pre-configured to allow the candidates to; review job and company material, schedule interview sessions and ultimately connect to remote video sessions. The potential benefits were vast. It was also hoped that the approach would promote the client's brand as a leading edge innovator with the goal of attracting the best and brightest talent.

One immediate problem area where the approach could be quickly tested was in a new division that needed to hire 500 developers at one location. Completing this hiring goal was proving to be a daunting task. This was not because potential candidates could not be found, but rather that the later stages of the interview process were taking long periods of time to complete. They were also pulling local staff from their day-to-day operational deliverables.

The initial development estimates for the client's internal IT group to release a solution was hundreds of thousands of dollars and 12 months. Additionally, internal IT resources were fully allocated to existing projects for the coming year and a start date would have to be postponed if the project were approved.

An alternative approach was investigated with one of the client's approved external development partners. The initial quote for a prototype from the partner was over \$100,000 and six months after approval of a purchase order.

The originating senior executive was frustrated by the cost and delays required by both options. In response, he drafted a project description of his own and discussed his frustration with several key line executives. In these discussions, VisionMine was suggested as a way to find a fast and cost effective solution using technologies found in startup organizations.

VisionMine was quickly engaged under their existing Innovation Portal subscription with the client. VisionMine team members worked with the originating executive to create a concise definition of his vision and its associated requirements. This definition was processed as a Challenge on the VisionMine Innovation Portal and a discovery process was started. In less than 10 days, seven innovative startup companies were identified and matched as potential solutions that could solve or assist in the delivery of the vision. Each startup was then contacted and briefed on the requirements for the project. Interested startups that agreed they could help were then vetted with the client's HR group in focused one-hour phone discussions. The end result was a short list of two vendors and the creation of a jointly developed project plan with one. The approach used existing application code from the startup combined with the startups willingness to develop additional functionality exchange for the opportunity to engage with a major client.

RESULTING SOLUTION

The detailed plan established with the selected startup proposed to develop and rollout the application over a 3-6 month period. The final project schedule and cost estimates for the complete rollout were less than the initial development of a prototype. In addition a major smartphone manufacturer was also engaged to participate in the project. Using the foundational ground work established with this project, an expanded solution that integrated with several associated HR applications was planned for a regular RFP and vendor selection process during the coming year.

ABOUT VISIONMINE

VisionMine matches your corporate business and technology challenges with startup innovations we discover. VisionMine is a subscription service that includes a global collaboration portal and surrounding services that enable you to:

- Obtain Early Access to New Ideas
- Incubate Global Innovation Teams
- Manage and Monitor Open Innovation

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