Talent Sourcing @ Accenture

Relevance at scale – building meaningful, ongoing relationships with the world’s best talent

High performance. Delivered.
Accenture’s relationship-centric talent acquisition strategy

Retirement of the Baby Boomer Generation in the established markets ...

Hyper-growth and an increase in competition in the emerging markets ...

Continued uncertainty in the world economy ...

... Have led to a shortage for talent around the world, especially those with deep industry and functional skills ...

Our ability to engage with the world’s best talent through (existing) relationships will become Accenture’s distinctive competitive advantage

1. Leverage the relationships of your 280,000 employees through the Employee Referral Program
2. Leverage the relationships with and of our 170,000 alumni through the alumni Re-Hire and Alumni Referral Program
3. Leverage the power of social media to build and maintain ‘sticky’ relationships with the world’s talent
4. Further build out Campus & Internship Programs with relationship centric components
5. Strategically reposition the use of Agencies & Job Boards

Relationship centric sourcing strategy at the heart of your talent discovery approach
BUILDING RELATIONSHIPS
• Employee Referrals
• Talent Relationship Management
• How to measure
• What’s new?

Sourcing at Accenture
Employee Referrals – the ultimate force multiplier
Accenture’s employee referral landscape

**Widgets**
- Bonus widget
- Matching widget

**Mobile**
- Mobile site

**Process**
- ATS Layer
- Concierge Service
- Process SLAs

**Social**
- Get Referred
- Social Badges

**Campaigns**
- Military Referrals

(employeee_referrals.accenture.com)

Learn. Search. Track.
The core to our program

DEMO Get the best
Talent Relationship Management (TRM)

Building meaningful, ongoing relationships with the world’s best talent…
Ecosystem of talent databases

**TIER 1**
Static Professional Talent Data

**TIER 2**
Dynamic Professional Talent Data

**TIER 3**
Differentiated, richer talent database
Meet Dimitri – relying on dynamic talent databases
What we would ideally like to know about Dimitri…

His passions
What makes him tick
What makes him, him
Personal & professional goals
A differentiated talent CRM strategy

Dimitri, we’d like to get to know YOU

Permission


Frequent, relevant opportunities to communicate

Learn more with every interaction

Relevance at Scale

Communicating with an audience of one person

Our Approach for TRM

• 100% Opt In
• Demographic information is a starting point but collection of social and personal information starts at registration and continues throughout
• Always talk to them with passion and relevance
• Every touch point is used to help them build their profile
• Build relationships with peers and Accenture so that all members have a first level LinkedIn connection to Accenture
• The ambition is to deliver value to members throughout their entire career
How we build towards relevance at scale – An audience of one

Basic Professional Data
Collected from users on registration, includes basic, often unverified demographical and skills/ experiential information.

Detailed Professional Data
Moves beyond basic opt-in information given by users at sign up. Includes detailed employment information and expectations.

Some Personal Data
Moves beyond basic demographic and 'standard' recruitment information. Includes elements such as family, interests.

Personalization Becomes Possible
Increasingly detailed and accurate (verified/user-submitted) data allows us to tailor individual messaging and campaigns to audience segments.

‘Audience of One’
We now have a complete set of verified, personally relevant data for each member, allowing for advanced, user-specific tailoring of messages and communication.

One to many
One to one
Dimitri, we’d like to get to know YOU

We ask social profiling questions throughout the Talent CRM journey so we can be more relevant for the candidate…

…and we end up with a unique, data-rich, and highly actionable prospect profile ready for incubation.

No talent database on the market today can provide our recruiters with this valuable social context…
Tell us about yourself…

A timely email asking all prospects for their new year resolutions to gain further personal information from them. Optional incentives to drive actions could be included as a stronger call to action.

Content selection/customization

You read ‘X’, here’s some more content you might enjoy…

As content is fed through the incubation strategy, users’ content choices in emails can be recorded, allowing future tailoring of content by segment. Eventually we can even name specific pieces, much like Amazon or Netflix, who claim up to 80% of their content views are driven by their recommendation engine.

Simply offering users a choice of one of 2/3 articles in each email and recording what is more regularly clicked, we can create audience segments based on content themes and tailor future messaging accordingly.

Polling

Add a simple A/B ‘poll’ on emails/landing pages, allowing users to vote on a hot topic or give a ‘Thumbs Up/Down’ to content that also gives further insight into their preferences/behaviours, e.g.

- What’s your preferred travel companion: ‘Tablet’ or ‘Kindle’
- What’s your productivity booster of choice: ‘Tea/Coffee’ or ‘Soda’.

What’s on your birthday list, Michael?

We purchase one gift per month/week up to a pre-determined maximum value for a random entrant’s birthday.

‘Tell us and you could be in luck… We’re buying one person a birthday present every month in 2014 and all you need to do to be in with the chance to win is tell us what you want.’

Clicks go to a landing page where people can post their Amazon ‘wish-list’ or use a search bar. Choices can be fed into pre-determined categories, (e.g. ‘gadgets = technology content) to customize future messaging.
The ACE Matrix guides us to WHAT content to provide and WHEN
Understanding the mix of content, information and the level of personalization that speaks to each member of the ATC will enable us to fully engage:

**WHAT?**
- A birthday celebrated
- A resolution shared
- A tip that is just right.

**HOW?**
- Happy Birthday email
- New Year’s Resolution email campaign
- Effective segmentation

**WHAT?**
- If enough members want something, Accenture can arrange it for them (e.g. an inspiring speaker, an additional discount, even an idea generated by an individual or from the wider community).

**HOW?**
- Audience polls
- Feedback forms & ‘suggestion box’ campaign
- Effective segmentation

**WHAT?**
- Help every member establish a first level connection on LinkedIn with Accenture
- Help members network with each other.

**HOW?**
- Targeted LinkedIn outreach email and alumni communication
- Effective segmentation

**WHAT?**
- Show case content originating from the areas of the business where each member’s core interest lies.

**HOW?**
- A/B content selection analysis over multiple email campaigns
- Effective segmentation

**WHAT?**
- A birthday celebrated
- A resolution shared
- A tip that is just right.

**HOW?**
- Audience polls
- Feedback forms & ‘suggestion box’ campaign
- Effective segmentation

**WHAT?**
- A voucher for a coffee
- A WiFi password at an airport
- A coupon or beta-invite for a new service, product or App, e.g. HALO.

**HOW?**
- Audience polls
- Centrally managed/ negotiated third party incentives
- Effective segmentation
TALENT SOURCING @ ACCENTURE

Integration of all systems is key
Candidate Experience

Only ~2% of complaints are escalated

1 is all you see

764 cases of primary WOM

611 cases of secondary WOM

1 escalated concern = average of 50 incidents and 1,375 cases of WOM
Based on your recent candidate experience, how likely is it that you would recommend your friends and colleagues apply for a career at Accenture?

% Promoters - % Detractors = NPS
Accenture Candidate Interview App

Interview Preparation App

August 19, 2013
1:30 p.m. ET

Who are my interviewers?

Catherine
Thomas

Tips from my recruiter
Share your feedback

Show location on map
Get directions
Job details

Accenture Nederland, Gustav Mahlerplein 90

Parking Notes
Building Notes

Upon arrival: reception desk is situated on the ground floor.
Thank you!