Beamery

The Accelerated Journey to Digital Recruiting

How Kiwi.com transitioned to a remote-only recruiting strategy during the Covid-19 crisis

Pavlina
Kiwi.com

Pavlina is part of the newly created RecOps team (Recruitment Operations). Her main goal is to identify recruitment drawbacks and find an efficient solution and ways to attract the right talent at any given time and circumstances.

Agenda

1. Kiwi.com's challenges with Covid-19
2. Pre-Covid: the start of talent transformation
   a. Engineering Communities
   b. Events
3. During the crisis: Accelerating change
   a. Launching Digital Events
   b. Supporting the Brand
4. Today: Changing the Way we Work
   a. What does success look like?
5. What happens after Covid-19?
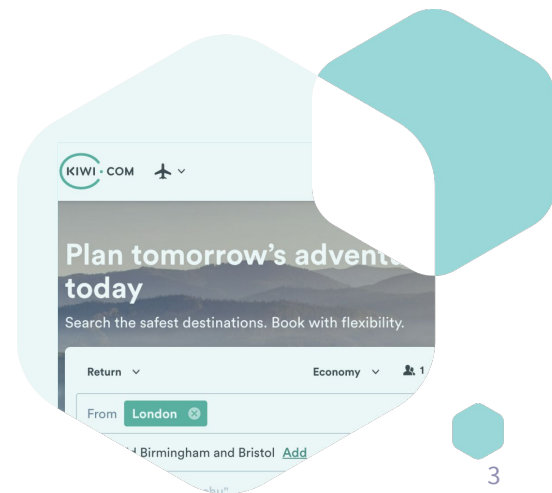
Kiwi.com – virtual global super carrier

A tech success story

What do we do?

Virtual Interlining —
- Combine flights and ground transportation from more than 750 carriers
- World's first **Virtual Global Supercarrier**
- 100,000,000 average searches/day, 40,000 average seats sold/day

How fast are we growing?

Founded in 2012 —
- 5th fastest growing tech company in EMEA in 2019
- New major investor — General Atlantic (top 100 venture capital company, owning AirBnB, Uber, FlixBus…)

Where are we located?

Locations —
- **Kiwi.com subsidiaries:** Brno - headquarters (CZ), Prague (CZ), Barcelona (ES) Bratislava (SK), London (UK)
- **Partner subsidiaries:** Belgrade, Split, Zagreb, Ljubljana
- 1,200+ core employees + 1300 on the vendor side

Challenges faced by Kiwi.com's TA team during Covid-19
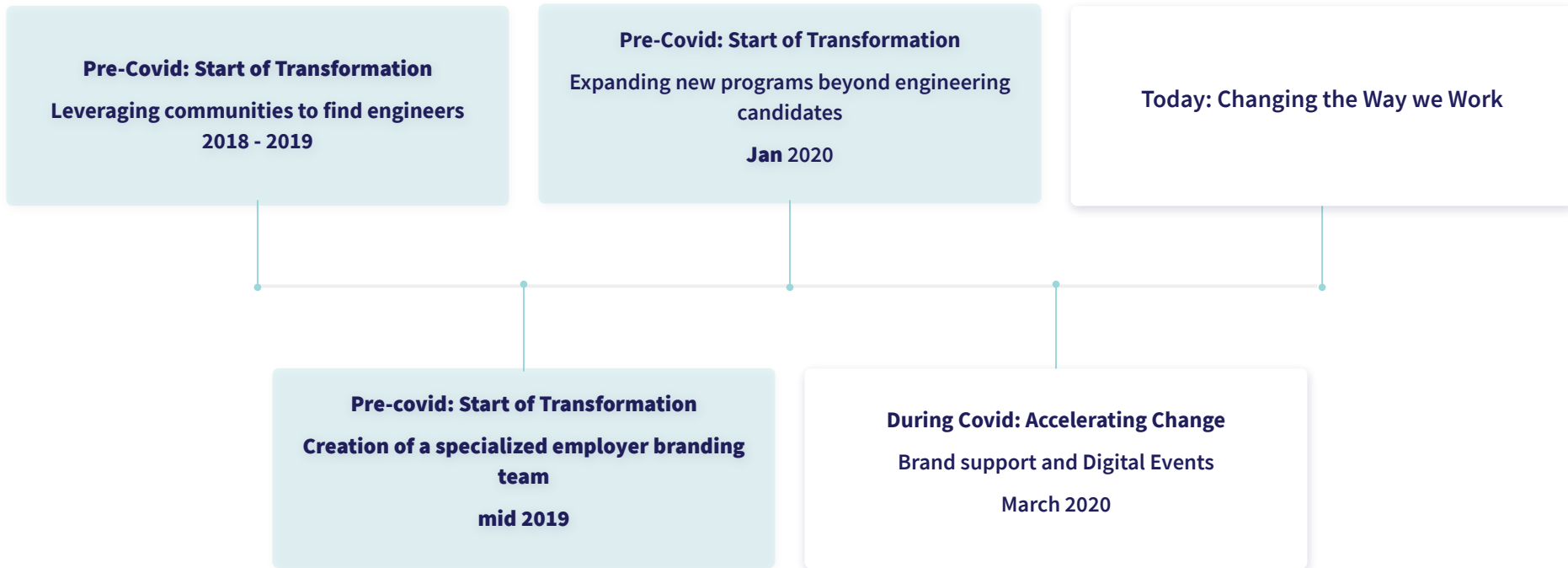
Transformation is inevitable

- Employers in the travel industry are not seen as secure
- Customer support overload + negative image on the social media
- Lockdown
- Hiring slowed down
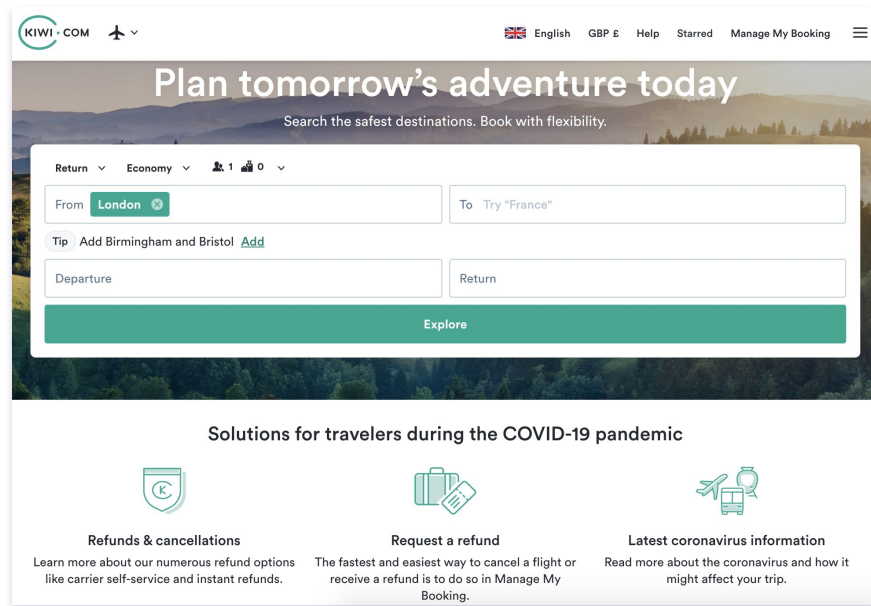
From expanding sourcing options for engineering roles, to changing the ways of working of the talent acquisition teams

Pre-Covid: Start of Transformation

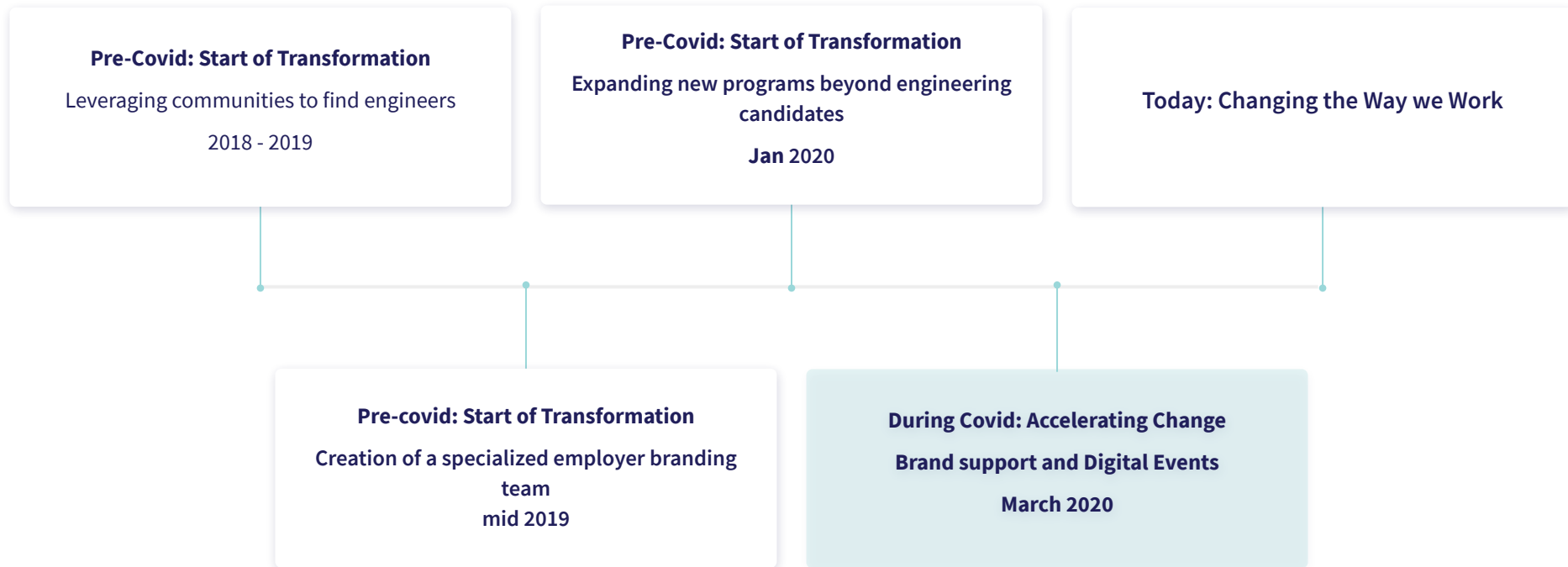Leveraging communities to find engineers

2018 - 2019

Pre-Covid: Start of Transformation

Expanding new programs beyond engineering candidates

Jan 2020

Today: Changing the Way we Work

Pre-covid: Start of Transformation

Creation of a specialized employer branding team

mid 2019

During Covid: Accelerating Change

Brand support and Digital Events

March 2020

Pre-Covid: Start of Transformation

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Pre-Covid: Creating communities to find engineers

How the team approached building communities

- Local Meetups
- Educational Weekends
- Hackathons / Contests
- Conferences

Why this set us up for transformation

- Highlighted the process of handing out contacts to recruiters
- Success in expanding beyond our usual "hunting ground"

Conferences

Local meetups

Educational weekends

Building communities

Hackatons/ Contests

How transformation starts

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Brand awareness during a crisis

Considerations to keep in mind

Travel industry-wide brand perception

- Focus on backlash from Covid-19, and on customer support

Period of **communication drop** around talent acquisition messages

What the team decided to do:

- interview with CEO, market perception
- Preparing for ban lift with event schedule
- Stacking up content plan
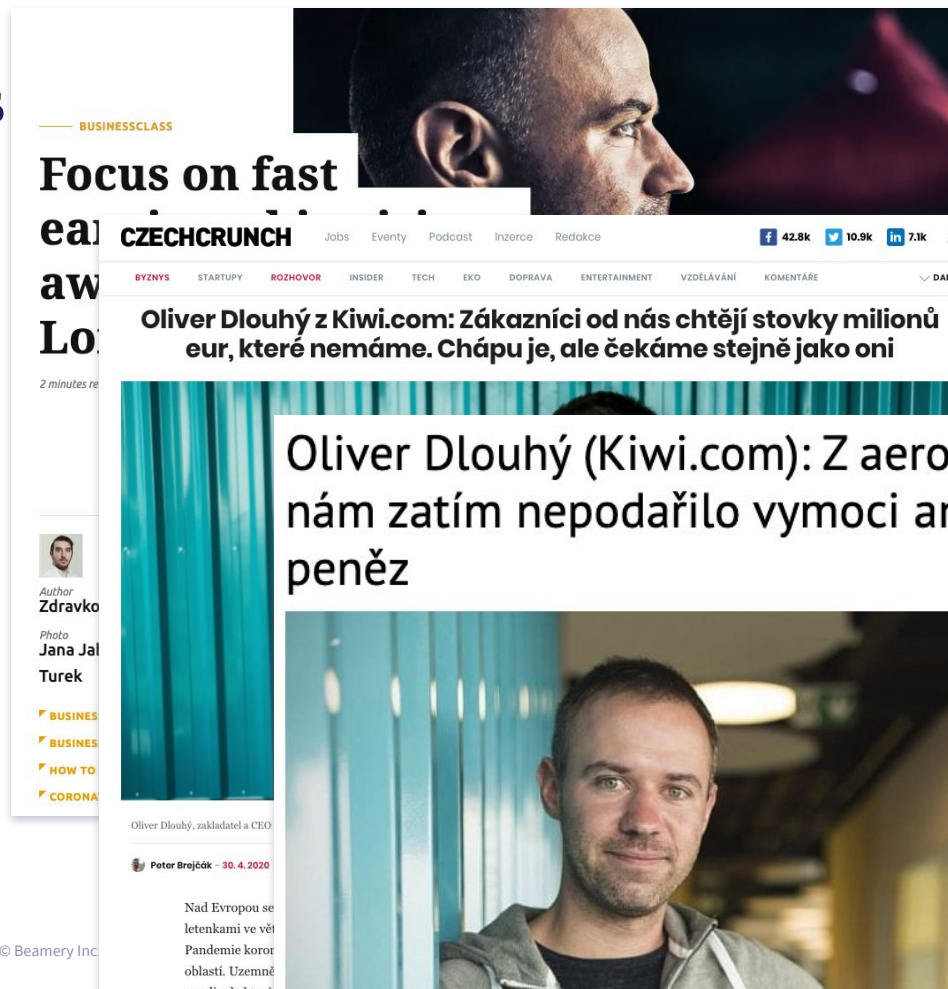
During Covid: Scaling up with digital events

The challenge

- What tools to use?
- Where to promote?
  - Main channels were overshadowed by customer support
- Who is the audience?
- What is the topic going to be?
  - Avoid repetition of Covid themes, like "surviving the remote office"

How the team executed

- Keeping main goal in sight: doing more with the same resources
- Involved teams: employer branding, content & creative, end-user-support, recruitment

Examples of Kiwi's digital events

Ask me Anything with Kiwi.com

- Beamery form
- Supported on Zoom
- Questions via Sli.do
- Included description and date
- Promoted on personal recruiter Linkedin profiles, FB
- Code.kiwi.com blog to create a brand for Kiwi.com as a technical company

How digital transformation changed Kiwi.com

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How did we change the way we work?

Recruiting operations to support the change

- Desired changes
    - Employer branding is too engineering-focused. Include other departments
    - Reconnect Employer Brand and Recruitment
    - Need to become more data driven, stop experimenting and start scaling. Business leadership looking for more granular insights from TA
    - Need to show value of investments and to make better business decisions

- With Covid, some of these programs were accelerated, some were adapted
- Recruiting Operations needed to own and execute
- Recruiting Operations team created from different backgrounds, recruiting and branding, and both analytical

How did we change the way we work?

What did RecOps need to do? Who did they activate?

- First mission: establish ownership of recruiting data throughout the funnel, and formalize the recruiting process

- Access to all the data, processes so we can look up improvements, identify patterns, work with facts, and make better educated guesses
about where the best talent will come from

- Planning for location agnostic offices. We are at the beginning. Collaborate with Finance, Legal, C-level, local site leads

- Hiring managers involved more directly in hiring process and able to comment earlier in the process, able to directly participate in sourcing

How did we change the way we work?

Upskilling the teams

Identified skill gaps— management financed training, but investment was self-directed

Skills learned on the job

- Data modelling (Power BI, Data Studio)
- Data analysis
- Python
- Configuration of Beamery and Jobvite

To be able to see what works and how much you're paying for it is valuable.
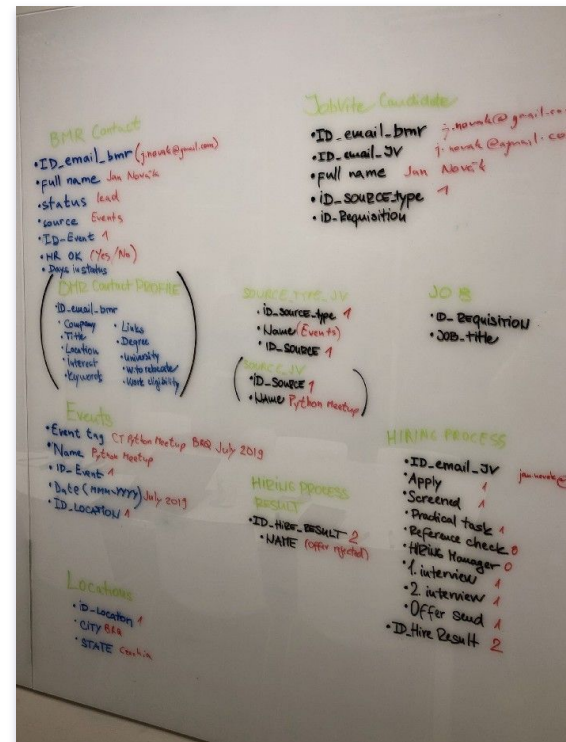
Measuring success in a digital recruiting world

Some KPIs stay, some have to change

KPIs we kept

- Candidate quality
- Candidate conversion (events and from other sources)
- Time to hire
- Hiring funnel

New KPIs

- Brand awareness
- Sourcing efforts (contacts for a specific requisition)
- Extended hiring funnel before application (fuller picture)

Outstanding questions

- Optimization of resources?
- Coverage of a position? How many leads needed to fill it?
- What data has not been explored yet?

Important: Not binding recruiters to metrics that do not match reality or would create unnecessary pressure

After Covid-19, digital will remain

Opportunities of the new remote aspects of the talent acquisition strategy

- Hybrid-events – combining of the offline with remote friendly events
- Global reach — candidates can be sourced from remote locations
- Richer candidate experiences online: more content to share with online audiences

After Covid-19, digital will remain

Challenges that will need to be addressed?

- Enabling remote work: what is the responsibility of the people team to support on space, technology, hardware etc?

- Changing expectation and training people to adapt to a digital recruiting model: should we expect people to look polished and perform well on video when they might not have the right support?

"We know we're looking at the new normal—but this is also an opportunity to create a better normal."
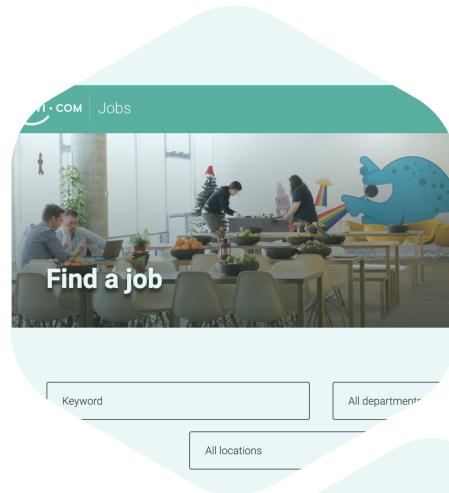
Laying the foundation for long-term transformation

- Newly created RecOps team

- Insights into campaign effectiveness using CRM and ATS data

- Developing new skills on the talent team, more data-driven

- Empowered recruiters, to be accountable and knowledgeable about their performance and success

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Questions?