Highlights

Challenges
- Lacked standardized recruiting processes and reporting capabilities.
- Spent valuable time and resources on manual recruiting tasks.
- Inability to quickly find data and information.
- Offered poor experiences for hiring managers, recruiters, interviewers, and candidates.

Solution
- Lever provided a user-friendly single source of hiring truth.
- Implementation team ensured seamless onboarding and HRIS integration.
- Visual Insights provided data on candidate sourcing, diversity hiring, and pipeline conversions.
- Data Warehouse Sync enabled direct sync between with HRIS.
- Data Explorer streamlined data analysis and reporting.

Results
- Hired 263 new employees in the first six months.
- Decreased average time to hire to 22 days.
- Decreased average time to fill from 100 to 71 days.
- Candidate feedback within 35 hours.

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TomTom Streamlines Hiring Processes with Lever

About TomTom

TomTom is the leading location technology specialist. The company defined the category of personal navigation and created one of the fastest selling consumer products in history — gaining unparalleled knowledge on how the world moves along the way.

Today, TomTom is redefining what it means to map the world, creating a trusted foundation for innovators, automakers, developers, businesses big and small, to build tomorrow's products.

The Challenge

Enterprise HRIS deters recruiting and hiring efficiency

Every few years, HR and HR Technology teams at TomTom reexamine the existing Human Resources technology stack. During this process, they identify which tools enable different HR teams to execute efficiently with workforce management and recruiting, and which should be replaced.

In 2022, Katja Vincetić, HR Transformation Project Manager at TomTom, spoke with the TA team and hiring managers about using the company's applicant tracking system that was part of its existing HRIS to collaborate across the recruiting lifecycle.

It became clear that the enterprise HRIS contributed to slow and unstructured recruiting. The HRIS prevented hiring teams and recruiters from developing standard recruitment processes and reporting on their progress to leaders. Moreover, recruiters were spending roughly two hours each day just to schedule interviews. This prevented them from focusing on other important hiring tasks, like improving their candidate relationship management (CRM) and tracking requisition progress.

"The applicant tracking system within the HRIS offered some capabilities to help us match and connect with candidates, but the recommendation and engagement features and nurture customization weren't advanced," said Giacomo Gally, Head of Talent Acquisition at TomTom.

Poor user experience for recruiters, hiring managers, and candidates
In addition to recognizing how much the ATS tool prevented its hiring and talent teams from working efficiently, the team also realized how the user experience was not optimal for their hiring and talent team members and candidates.

Giacomo noted that TomTom's talent acquisition team still needed better technology that allowed them to attract and engage top talent in a streamlined manner and ensure experience for hiring managers, interview panelists, and candidates.

"We have started to look for specific skill sets in certain roles, which meant we needed to be efficient with our new ATS, sync our LinkedIn Recruiter account to it, and ensure we raised the quality of candidates we sourced while streamlining processes." said Giacomo.

Katja acknowledged the enterprise HRIS, which TomTom still uses as its human capital management software, is a powerful system. However, she noted using its ATS capabilities can make the hiring process complicated.

So, TomTom decided it was time for a more user-friendly, purpose-built ATS that was easier for recruiters and hiring managers to learn and led to more positive experiences for everyone involved in hiring. The team's applicant tracking system evaluation eventually led TomTom to invest in Lever.

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The Solution

Lever centralizes talent acquisition operations
While the enterprise HRIS remains a critical component of TomTom's HR tech stack, Lever acts as the centralized recruitment software its talent specialists and hiring managers now use to:

- Source and nurture qualified candidates across the funnel
- Provide, consolidate, and review interview feedback
- Rediscover archived candidates to reengage for openings
- Analyze their collective recruiting and hiring performance

"We were reviewing ATS options and even talent experience platforms that could connect with our HRIS," said Katja. "We ultimately thought Lever would be more architecturally applicable for us, since it could act as a single source of truth for our talent team and still connect with our systems."

Implementing and learning to use Lever was "quite straightforward," Katja noted.

"We had a lot of internal teams involved in making it a success," said Katja. "We're an enterprise, so we had a lot of tools we had to integrate and a lot of data to bring in, so there was complexity. But the Lever implementation teams were true partners that held our hands and really tried to work with us on some process specifics."

Katja said Lever's implementation team deserved praise for helping TomTom map things out in terms of syncing the two systems and ensuring a seamless data flow between them.

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"Lever really helped us make a clear distinction of what was a talent acquisition process tied to just Lever and what were HR services for the system connection," said Katja. "Our goal was for the talent acquisition team to not have to go into the HRIS after the Lever implementation. They helped us ensure that."

Advanced Analytics enables data-driven recruiting across the funnel
Lever offers advanced ATS and CRM features that TomTom now uses to recruit and hire smarter and faster. And the Advanced Analytics solution add-on allows them to easily analyze and act on their talent engagement and conversion metrics.

Giacomo said Advanced Analytics, which includes standard and advanced dashboards in Visual Insights, Lever's built-in talent analytics, empowers his team to see their real-time and historical performance.

What's more, Giacomo can see data for all TomTom recruiters in Advanced Analytics and use those insights to show them their recruitment strengths and areas for pipeline-related improvements.

"The reporting in Lever makes it easy for performance management of the talent acquisition team and sharing insights with others within the business," said Giacomo. "We really like the Talent Leader Summary, Sources, Benchmarks, Candidate Experience, and Diversity dashboards in Visual Insights."

Giacomo noted his recruiters are only just starting to use Data Explorer to create custom reports.

However, his talent analytics team will begin using that more soon to share data internally.

"I've gotten great feedback from my team on the types of reporting available," added Giacomo.

While TomTom tracks traditional recruitment metrics like time to fill and time to hire in Visual Insights, Giacomo said his talent acquisition team also now spends time analyzing their sourcing effectiveness and trying to be more predictive with hiring by leveraging pipeline conversion data in Visual Insights.

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Results

Improved operational efficiency for the hiring and talent teams

Finding a solution that streamlined recruiting operations was a top priority when considering ATS providers. With Lever, the team found the ideal recruitment technology that helps recruiters and hiring managers work more cohesively and fill open roles faster.

The average time to hire for TomTom fell to just under 22 days in the first half of 2023, while candidates spent an average of 30 days in their pipeline. The company also hired 263 new employees during this timeframe.

"We wanted to gain operational efficiency, when it came to interview management and scheduling, candidate feedback collection, pipeline management, and automation," said Giacomo. "Lever provided that efficiency."

Prior to onboarding Lever, Katja said tackling key recruitment tasks, like evaluating applicants, was time- and labor-intensive for TomTom's recruiters and hiring teams.

Giacomo Gally,
Head of Talent Acquisition, TomTom

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"Visual Insights is quite intuitive. It allows me to help my team understand their data and how to use it to influence their processes and advance their data presentation skills. Fast sharing of reports with hiring managers makes the process more efficient and data driven."

263 new employees in 6 months

Candidate feedback in average 35 hours

"Before getting Lever, we were really struggling to get hiring managers to review resumes and CVs and take certain actions," said Katja. "Since investing in Lever, though, we have seen significant time savings, which have helped talent operations run more smoothly."

Giacomo noted two additional positive outcomes since implementing Lever — the increased number of completed interview feedback forms and the decreased time to submit candidate feedback. TomTom interview panelists took just 34.4 hours, on average, to provide feedback in the second half of 2023.

"Even the time it takes to arrange interviews and the timeliness and transparency of communication with candidates has improved, and had a really positive effect on our hiring," said Giacomo.

More direct data access and greater transparency around progress
Stronger talent acquisition operations have led to greater hiring speed, quality, and efficiency. And Giacomo and HR analytics team now share data related to these improvements with leaders.

Giacomo noted he and his talent acquisition team are just scratching the surface in terms of using Visual Insights, Data Warehouse Sync, and Data Explorer to elevate their recruiting efficiency and hiring performance.

However, using Advanced Analytics to analyze their day-to-day recruiting activities and progress toward team KPIs has fostered a culture of data-driven decision-making for all users, Giacomo noted.

"A strong user experience, easy talent and hiring team adoption, and data reliability were our big needs when looking for an applicant tracking system," said Giacomo. "Lever addressed those for us."

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