



ABOUT ENOVOS

Born in 2009 as a result of a merger between three major players in the energy market in Luxembourg and the Greater Region, Enovos' mission is to generate, procure, transport and distribute electricity, natural gas and renewable energies to all kinds of customers from private households to industry. It provides a combination of innovative energy product and services in a socially responsible manner. Through a careful balance of production and acquisition of both conventional and renewable energy, Enovos has established itself as a major force in selected Western European energy markets. Currently it operates in Luxembourg, France, Germany and Belgium, where its highly motivated international team of energy experts focus on customer satisfaction and service excellence.



HIGHLIGHTS

- Increased application processing, with easy-to-use software
- Reduced time to fill vacancies, helping to realise growth potential
- Improved corporate image through better communication with applicants
- Streamlined IT, saving time and resources
- Refined recruitment advertising and focus on strategies

BRINGING RECRUITMENT EFFICIENCY TO A **GROWING ENERGY COMPANY**

CHALLENGE

Due to Enovos' success over the last few years the company has experienced dramatic growth. With growth comes an increasing demand for new, high quality talent.

Laurent Federspiel, Head of IS Development at Enovos, explains, "The growth of the company caused a need for increased HR capacity to keep pace with expansion, as well as increasing interest from applicants. For example, 2006 we conducted only 127 interviews but in 2012 we conducted more than 400. This reflected a 300% increase in job openings and a growth of almost 200% in the number of CVs we received."

With this increase in applications, the systems which had originally catered for Enovos' recruitment became increasingly unsuitable. Each application went through as many as 23 different stages in which the candidate's data was stored and transferred between Access, Word, Outlook and Excel,

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dramatically increasing administration time. In addition to this, managers were only able to post jobs and check on applications through the HR department. Because this department was already overloaded by these inefficient systems, it caused a bottleneck that slowed the whole process. As a result, the average time it took to take a successful candidate from initial job posting to contract signing was 159 days.

Such a long hiring period placed obvious stresses on Enovos and prevented them from acquiring new talent fast enough to keep pace with their growth potential. Many good candidates were lost due to the overall lead times. A side effect of this was that existing employees were asked to cover the work that belonged to unfilled roles, reducing their overall efficiency. Thus an out of date system in one part of the business was having a negative effect on Enovos as whole, impacting employee stress levels and compromising strategy. *"This is a real challenge when you are in a competitive market,"* confirms Laurent.

In an attempt to solve these problems, Enovos invested in additional recruiting techniques. They paid a yearly sum of over 55,000 euros for advertisements in relevant journals and outsourced 15% of their recruitment to agencies who can charge fees equal to 25% of the new hire's annual salary. This was a significant expenditure but it still did not resolve the fundamental challenges in the Enovos recruitment systems.

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REQUIREMENTS

Before beginning their search for a recruitment solution, Enovos spent some time developing their recruitment strategy, designing their future recruitment process and finally identifying a clear set of requirements for any new system they might implement.

User friendly, streamlined software

The main failing of the programs Enovos originally employed was how inefficient they were to use. This wasted time and increased the possibility of data loss and thus needed to be addressed as a matter of urgency. Laurent explains, *"For me it was very important that we chose the right tool to support that process in terms of functionality and user friendliness."*

Accessible and powerful data storage

Laurent points out, *"When you recruit, you only retain one candidate and end up with several other interesting CVs that you would like to keep in order to contact later. But if you store and manage them in your core system they become quite difficult to maintain and archive."* It was vital that the software they chose allowed them to track these interesting CVs.

Cloud based storage systems make managing this personal information considerably more efficient. *"However, considering the sensitive nature of the data security and access control were essential pre-requisites of any solution,"* continues Laurent.

No increased demands on personnel

Many new solutions increase the demands on existing personnel, both in the implementation stage and in the long term maintenance. In some cases it is even necessary to hire a full time specialist to support the solution. Laurent was determined to avoid this. *"We had scarce IT resources so we looked to manage the costs and the implementation of the solution in such a way that it did not impact our internal workload."* A key way to do this was by identifying a solution that integrated with SAP systems, as Enovos's core HR system ran entirely on SAP.

SOLUTION

SOA People's (formerly Keneos) involvement with Enovos did not just begin with the implementation of the solution. "SOA People supported Enovos from the beginning and were involved in the consultation stage," explains Laurent. "They played a key role in locating the problematic areas in Enovos' existing systems and in helping to identify the right strategy to address them."

When the requirements for the new system had been outlined, SOA People identified a system that fulfilled this very specific set of needs, SuccessFactors. It offers a cloud-based solution with notable security certification, meaning that all the additional burden of IT implementation and maintenance can be safely taken out of house. In addition to this, SuccessFactors provides a versatile, unified system allowing recruitment staff to process candidates in a single pipeline - from the initiation of contact through to the hire and even beyond. It also enables organisations to track interesting candidates who were not hired and assess the performance of hires in order to streamline future recruitment.

At this point SuccessFactors had only recently been acquired by SAP and Enovos was sceptical in regards to the

smoothness of its integration with SAP which was unproven at that time. SOA People was conscious of the quality of the SuccessFactors solution and assured Enovos of its good SAP integration capabilities. They felt that, now it was SAP compatible, the cloud based system it offered was the ideal remedy to Enovos's recruitment problems. "SOA People brought SuccessFactors to our attention as a possibility and pushed for it," highlights Laurent. "They were really engaged with the business and the possibilities this solution presented for us."

Once Enovos had selected SuccessFactors as a preferred choice, an RFP process was launched. "Everybody had an equal chance in the process, and at the end of all the discussion we selected SOA People because we thought they delivered the best proposal from the outset," says Laurent.

Key to this decision was the manner in which SOA People had dealt with the existing HR team. "It was a matter of trust gained from the people in HR. They felt confident going with SOA People", explains Laurent. "The really differentiating criterion which separates one service provider and another is their experience and the quality of the people."

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IMPLEMENTATION

The implementation and internal user training of SuccessFactors resulted in the replacement of three of the systems used by Enovos by one single solution. Despite the fact this software was able to perform such a wide range of functions it did not take long for staff to come to terms with the new system. Laurent emphasises that "The quality of the training and the nature of the software with its user-friendly state-of-the-art screens means it is very easy and intuitive to use, which is very important in terms of productivity."

BENEFITS

A faster system

One of the biggest benefits of the new system was time saving. The easy-to-use and software increased the speed at which HR could process applications. Also, inter-departmental communication was drastically improved, with the managers that made the job requests able to access and view applications in real time instead of being forced to work through HR. *"Enovos has been able to cut out the manual stats and paper circulating between managers and the HR Department, leading to a system which is about 70% paperless,"* highlights Laurent.

Fuelling growth

The slowness of the recruitment process at Enovos had been a significant problem for some time, and the implementation of this system allowed them to drastically reduce the time taken to fill a vacancy once it went live. As a result, the company is now in a far better situation to realise its growth potential and no longer struggles as much with employees covering unfilled positions.

Improved corporate image

In addition to the financial benefits of cutting down on recruitment times, Laurent tells us, *"With better communications to our applicants, these changes also helped dramatically improve our image."* Poor communication often results in losing quality talent while good communication can increase your chances of hiring in a very real sense. The new system put Enovos in a position to do just that.

Manpower time savings

Following the introduction of SuccessFactors, the Enovos HR team was now working more efficiently and more productively as they were in a position to handle more applications than were actually being processed. *"We came to the conclusion we could potentially save up to one full time employee's time in the process and could allocate that manpower time savings to other more value added HR activities, thus reducing resource deficits in other processes,"* highlights Laurent.

Streamlined IT

"Together with HR cost savings, the solution brought no increase to IT workload," says Laurent. *"In fact as a whole there were fewer problems because the upgrades are managed by SuccessFactors. This saves a lot of time and a lot of resources internally that you would otherwise need to dedicate to maintain the solution."*

Accessible and usable data

One of the unique features of SuccessFactors is its ability to collect and present recruitment data. *"You have the statistics from the SuccessFactors' analytics tools which make interesting reading. For example, it becomes very easy to see how many applicants responded to which position,"* Laurent explains. *"This, along with the post-hire performance of employees from different sources, is one of many areas that SuccessFactors monitors."* Together these tools enable Enovos to refine its recruitment advertising and focus on the strategies that have proven most efficient.

The way in which this data is stored on the system has also been overhauled. *"It enables us to capture and analyse statistics in a way that makes it easy to go back to candidates or look at previously submitted CVs,"* highlights Laurent. *"This was difficult for us in our previous solution."*

Manager control

SuccessFactors has improved the level of transparency that managers now have in the employment process. Previously, once the manager dispatched the job description to HR they lost control of the application. *"As a manager using SuccessFactors, I can create the job descriptions directly and can monitor and control the whole application process,"* says Laurent. *"I now have real visibility and a feeling that I'm in control."*

Extendable scope

SuccessFactors has the depth and ability to absorb new processes. *"You can extend the scope of what you are doing with the tool, such as managing student recruitment for example,"* says Laurent. Once in place, the SuccessFactors system can be used to unify areas of recruitment that may have originally been kept separate. *"It is easy to fall into the habit of using the parts of a tool you are used to and actually only using 40%."* Working with SOA People, Enovos looks forward to further enhancements and extending the possibilities to their recruitment processes."

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CONCLUSION

"The project was on time, within the specified budget and at the level of quality we expected. It was one of the rare projects where we can really say we achieved our time to market," highlights Laurent. *"We gave ourselves a deadline of three months and kept to it. There were no delays and SOA People put in place exactly what we required."*