

IMPROVE CANDIDATE EXPERIENCE IN THE CONTEXT OF TALENT RELATIONSHIP MANAGEMENT AND SERVICE DESIGN

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English Abstract

Talent is a core resource that enables companies to be competitive and sustainable in the marketplace, and the shortage of talent has led to a phenomenon named “talent war”. A bad recruitment experience affects employer branding and talent attractiveness; the pandemic has briefly affected labor market supply and demand but has also made e-recruitment more widely accepted.

The concept of Talent Relationship Management (TRM), based on a talent-focused approach, has attracted a lot of attention in academic circles, as a good candidate experience can build long-term relationships between talent and the company, thus building long-term human capital advantages. This paper combines the theories of TRM and service design to propose a strategy for forming a good recruiter experience.

This research is divided into two main sections. The first part is a theoretical study of service journey design for recruitment based on the theory of TRM and the second part is to PROPOSE a service design for entry-level candidate recruitment experiences. The theoretical study consists of three parts. 1) An analysis of the key elements of TRM, including employer branding, value proposition and candidate

experience and talent retention. 2) A study of the theory and methodology of service design. 3) An analysis of the touchpoint design of TRM through the lens of the service journey. four recruitment service strategies were proposed. A. Supporting internal collaboration to deliver strong employer brand at the beginning. B. Keep candidate engaging after application and support feedback to whom didn't pass screening. C. Embracing new approach to eliminate unconscious bias. D. Feedbacks after the evaluation conducts mutually beneficial relationships and triggers low-term talent retention. 7 service cases were analyzed to identify opportunities based on proposed strategies. The second section proposed a recruiting service design: an internal staff as a buddy to the candidate. Given the widespread use of e-recruitment, this service design lacks some support for online recruitment workflows.

Keyword: Candidate Experience, Talent Relationship Management, Service Design

Italian abstract

Il talento è una risorsa fondamentale che permette alle aziende di essere competitive e sostenibili sul mercato, e la carenza di talenti ha portato alla "guerra dei talenti". Una cattiva esperienza di reclutamento colpisce l'employer branding e l'attrattiva dei talenti; l'epidemia ha colpito brevemente l'offerta e la domanda del mercato del lavoro, ma ha anche reso l'e-recruitment più ampiamente accettato.

Il concetto di Talent Relationship Management (TRM), basato su un approccio focalizzato sul talento, ha attirato molta attenzione nei circoli accademici, poiché una buona esperienza del candidato può costruire relazioni a lungo termine tra il talento e l'azienda, costruendo così vantaggi a lungo termine del capitale umano.

Questo articolo combina le teorie del TRM e del service design per proporre una strategia per formare una buona esperienza di reclutamento.

Questa ricerca è divisa in due sezioni principali. La prima parte è uno studio teorico del design del viaggio di servizio per il reclutamento basato sulla teoria del TRM e la seconda parte è quella di PROPOSIRE un design di servizio per esperienze di reclutamento di candidati entry-level. Lo studio teorico consiste di tre parti. 1)

Un'analisi degli elementi chiave del TRM, tra cui employer branding, value

proposition e candidate experience e talent retention. 2) Uno studio della teoria e della metodologia del service design. 3) Un'analisi del design del touchpoint del TRM attraverso la lente del viaggio di servizio. Sono state proposte quattro strategie di servizio di selezione. A. Sostenere la collaborazione interna per fornire un forte employer brand all'inizio. B. Mantenere il candidato coinvolto dopo l'applicazione e il feedback di supporto a chi non ha superato lo screening. C. Abbracciare un nuovo approccio per eliminare i pregiudizi inconsci. D. I feedback dopo la valutazione conducono relazioni reciprocamente vantaggiose e innescano la retention dei talenti a basso termine. Sono stati analizzati 7 casi di servizio per identificare le opportunità basate sulle strategie proposte. La seconda sezione propone un design di servizio di selezione: uno staff interno come compagno del candidato. Dato l'uso diffuso dell'e-recruitment, questo design di servizio manca di un certo supporto per i processi di selezione online.

Keyword: Candidate Experience, Talent Relationship Management, Service Design

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Chapter 1. Background

1.1. Labor market environment

1.1.1. Labor market and talent war

Ever since 1998, when a group of McKinsey consultants coined the expression 'war for talent' and posited that a fundamental belief in the importance of talent is needed to achieve organizational excellence (Michaels, Handfield-Jones, & Axelrod, 2001). Competition for talents is an increasingly severe situation in the recruitment market. Traditional labor economic models predict competition for talent primarily by considering labor supply relative to demand (Borjas, 2020). As of 2020, the so-called Baby Boomers (years of birth 1946- 1964) will be of retirement age and the search for high-profile professionals and managerial staff will intensify further because of the demographic change (Günther, 2014, p22). The ratio of the working population versus unemployed people is continuously decreasing. According to the calculations of the federal government

(Bundesministerium des Innern), in 2030 there will be 6.3 million people fewer in the working population than in 2010 (2015, p6). In 2021 ManpowerGroup launched a survey through over 45,019 employers in 43 countries and territories on hiring prospects which reflects that 69% of employers reporting difficulty filling vacancies.

Why it can be of interest for companies to be seen as an attractive employer by prospective professionals and managerial staff, is made clear by the effects of the existing and growing shortage of skilled employees.

Available literature has argued that the success of the enterprise is directly linked to the performance of those who work for that business. hiring the wrong people or failing to anticipate fluctuations in hiring needs can be costly, it is important that conscious efforts are put into human resource planning (Biles & Holmberg, 1980; Djabatey, 2012). For a business to gain advantage in the marketplace it needs to engage and retain talent by denying competitors' access to the best human resource assets, resulting in a 'rush for talent.' (Prahalad and Krishnan, 2008).

1.1.2.Pandemic impact

Although Covid has temporarily reduced the number of jobs, the manpower group and European Commission have made predictions that the labor market will return to its pre-pandemic state by the end of 2022. Therefore, even if the current

unemployment rate drops sharply for a short time, The shortage of talent will soon return to its previous state. Enterprises have been facing the problem of how to recruit the right talents.

Covid-19 has had a major impact in many industries, and this time in the history is also sort of a test for companies. At the height of the pandemic, people's travel range was restricted, and most companies shifted their working patterns to remote collaboration. Therefore, most recruitment processes to online. The biggest impact of the pandemic on recruitment was the widespread use of remote assessments, which continued even after the public areas were unblocked.

Another impact of Pandemic is that discrimination in the hiring process has become more acute. Data shows that discriminatory statements against race were more common and widespread in the US than before the pandemic, and in a survey conducted by the pew research center during the outbreak, it was found that about four-in-ten U.S. adults (39%) say it is more common for people to express racist or racially insensitive views about people who are Asian than it was before the coronavirus outbreak, while 30% say it has become more common for people to express these views toward people who are Black.

1.2. Research content

1.2.1. Research object

Recruitment is a wide range of business activities with different objects, processes, and objectives. For top talents or industry elites, recruitment behavior even needs to be customized, so this paper will not discuss it here. This paper focuses on the current situation of batch application and recruitment industry for junior and intermediate talents.

When researching the innovation of service design in the field of recruitment, we need to realize that recruitment behavior itself is a kind of organizational behavior to people, process, and environment. More innovation occurs within the organization. Except for the reports of intermediary agencies, most enterprises tended to keep muting about their turnover of recruitment service innovation to the outside. However, it has been proved that the improvement of recruitment process experience can help enterprises reduce losses and bring direct or potential benefits. At present, there is no certificated methodologies to improve the experience of recruitment. In fact, even if it is a standardized recruitment process, the experience of the whole process will be greatly affected by the candidates' grasp of their own. From the perspective of users, the influencing factors of lower rating experience have been summarized, unconscious bias, Lack of feedback and response have different degrees of impact on the recruitment experience, and

these problems appear in each link of vacancy release, screening, evaluation and confirmation. The author will focus on the changes brought by service innovation in the recruitment experience.

The last proposal of this paper is a collaborative output from the service innovation studio in PSSD Polimi. The project authors are Elisa Nicolini, David Beltran, Elisabetta Carrara, Chen Gong, Huang Xiaochen, directed by professors Anna Meroni, Stefana Broadbent, Daniela Selloni, with guidance from tutor Luca Molinari, Martina Rossi. The author is grateful for the hard work of all the team members, all of which could not have been achieved without the days and nights spent on it by anyone. This proposal still has some limitations. For compact companies with average number of employees and high industry level, sacrificing productivity to improve candidate experience may be a relatively low input-output behavior. For jobs with low labor cost and low cost of recruitment failure, personnel mobility and on-the-job experience will be the management direction with higher priority.

Service design is a purposeful integration design for each contact of the process and improve the overall experience. This research puts forward a hypothesis through the application of service design in the recruitment process, to provide some reference for subsequent recruitment service innovation.

1.2.2. Research questions

The research constitutes three main questions:

- 1. Understand talent relationship management and candidate experience in a recruiting cycle.**
- 2. Research on the possibilities of service design in talent relationship management, including a strategic analysis of the recruiting journey and a practical analysis of the possibilities.**
- 3. Propose a service design solution to enhance the recruitment experience for entry level candidates applying to medium to large companies.**

Chapter 2. Talent relationship management (TRM), service design and candidate experience

Recruitment created with the purpose of influencing the interest of potential job candidates who do not currently work for the organization to apply for a job opening, interact until being offered, and finally accept a job offer, thereby filling vacancies with the required number and quality of applicants.

Jane Newell Brown (2011: 5-6) has defined well the backbone of the need for recruitment: “The need for recruitment is driven by the success or failure of other parts of the organization. If your business is highly successful and needs to grow, recruitment will be a prime driver of growth ... If your business hires the wrong people, loses more people than it hires and is unable to get them to deliver what's needed, then high volumes of recruitment can be a symptom of a wider problem”.

Recruitment is a comprehensive process, (Miles & McCamey, 2018) Miles and McCamey have summarized and optimized some of Cascio and Boudreau's

messages from the business, including position confirmation, position release, screening, evaluation and final confirmation. Any link in the whole process influences each other and turns into the final recruitment quality.

2.1. Talent relationship management

The traditional approach to recruitment is to focus on vacancies. Traditional recruiting process is only started when a vacancy arises, after job advertisement and selection, the entire process will end with best applicant being selected and others receiving rejection letters. On the other side, the candidates also spray their CV in the job market, praying for a positive outcome. Research shows that traditional, so-called 'spray and pray' recruitment methods are no longer sufficient in attracting talented employees to an organization (Joos, 2008). As the competition for talented employees grows, organizations are coming to the realization that they only access a small and limited active candidate pool through traditional recruitment practices.(Koch, Gerber, & De Klerk, 2018) In this case, talent management is being placed at a strategic level and has become the focus of HR recruitment efforts.

(Hongal & Kinange, 2020)

The strategic goal of TRM is to improve competitiveness of organizations on the labor market, by adopting a relationship management with high-potential

candidates both within and outside the organization. In this context, TRM embraces elements and methods to build a long-lasting relationship to talents in order to recruit them when new positions in an organization arise. the main function of TRM can be seen in building a relationship with potential candidates in order to consider them for future vacancies. (Macioschek, Katoen, & Nilsson, 2007)

The logic of a recruitment strategy led by a talent-focused approach is to move from employer branding to talent relationship management and then to recruiting, with the relationship between the three being illustrated in the diagram below. In a talent supply relationship environment, employers need to attract and retain talent in order to build up the company's human capital; achieve a sustainable competitive advantage; and achieve above-average business performance. The deployment and realization of a company's recruitment strategy forms the touchpoints with candidates that are distributed throughout the process, the recruitment process on the other hand can be considered as a user-centered service provided by the employer to TALENT. In order to examine the impact of recruitment strategies and trends on the candidate experience and to improve the overall process experience; it is important to consider the overall quality of service rather than a single point of contact. Using the talent-focused approach as a reference, it is possible to sort out the impact of technology and the economic environment on recruitment in recent years.

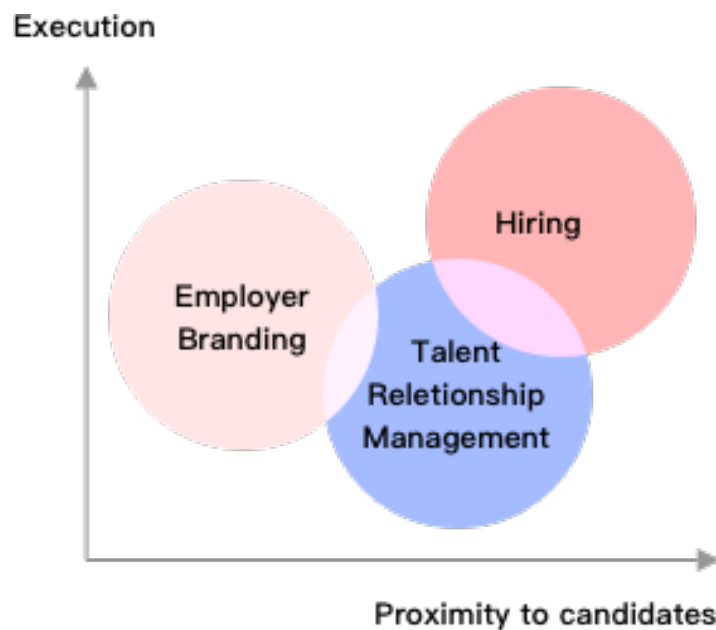


Figure 2-1: Own adaptation of TRM connection with employer branding and hiring by Trost (2019) and Radke (2019)

2.1.1. Definition of talent-relationship-management

The main idea of TRM is founded upon the principles of “customer relationship management” (CRM), which has its roots in sales. Therefore, the main view is to orient the process to the needs of the client. In TRM, the talent is the client.

Furthermore, TRM also must be oriented to the organizational strategy (Becker, Auf die richtige Besetzung kommt es an - Talent Relationship Management, 2013, p. 94). TRM describes the setup and active management of relationships towards potential candidates and employees of restricted target groups through establishing pools to secure a higher quality of personnel in a shorter time frame (Fischer, 2011, p. 84). Therefore, TRM is a fundamental part of TM.

2.1.2. Talent-relationship-management approach

The essence of TRM is to build a talent pool and manage personal relationships with selected talent in a structured, systematic manner through candidate retention.

If the target group on the labor market has been defined, it is then a question of how they can be convinced of the advantages of the key or bottleneck functions. A clear, authentic, persuasive argument is ultimately required. These arguments are collectively known as the employer promise, forming the basis for the approach, as well as for all HR marketing campaigns aimed at the target group. In principle, the method is identical to that of developing an employer brand, with the sole difference being that the activities performed here are aimed at certain target groups, and only selected functions can be positioned and presented.

Active sourcing strategies specifically involve finding suitable, talented and motivated people, and contacting them personally. As mentioned above, the aim is to identify passive candidates. Several often-well-known approaches are adopted here, such as campus recruiting, employee referral programmes or searches for candidates on social media platforms (e.g., LinkedIn). In recent years, many forward-thinking companies have also dared to explore completely new, creative, and sometimes aggressive paths.

Therefore, TRM practices within the process should include the following:

- Employer branding: a unique and positive company personality that conveys an attractive and interesting picture of the company to the external candidate.
- External recruiting: recruiters or talent relationship managers who search and find the talents based upon active and direct sourcing, through the evaluation of skills and knowledge.
- Talent pools and communities: setting up an effective talent pool/community with qualified candidates, filtering according to specific target groups.
- Engagement: maintaining close contact with interesting candidates to build up a relationship that can be useful in the future for both the candidate and the organization.

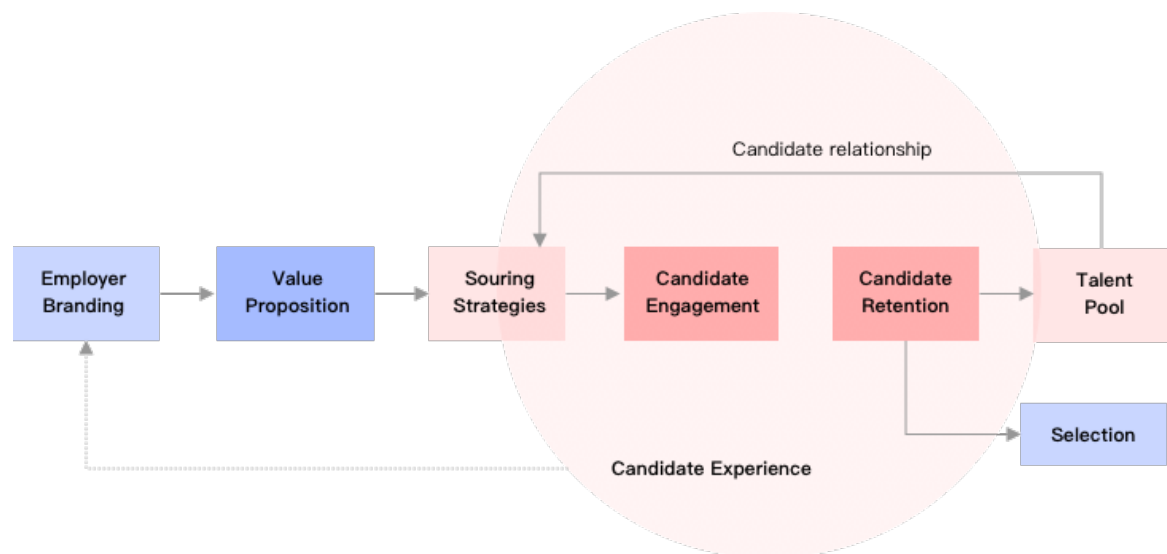


Figure 2-2: Own adaptation of the TRM approach by Trost (2014) & Miles & McCamey (2018)

2.1.3. Employer branding build sustainable Competitiveness and talent value proposition

The topic of employer branding has long been discussed in the context of HR marketing (Ambler & Barrow, 1996; Corporate Leadership Council, 1999; Hieronimus, Schaefer, & Schröder, 2005; Trost, 2013). In essence, it involves employers positioning themselves clearly, and utilizing their assets to distinguish themselves from other competitors on the labor market.

More than 600 articles published since 2004 appear in EBSCO on the topic of employer branding. A Google Scholar search uncovers more than 24,000 articles in that database. In 2004, a Google search of the term “employer branding” yielded 3000 hits, and today that number is well over 3 million. Clearly, employer branding is a topic of interest to human resource professionals, organizational strategists, and academic researchers. The concept of employer branding has been defined by Ambler and Barrow (1996: 187) as “the package of functional, economic and psychological benefits provided by employment, and identified with the employing company.” The employer branding concept has evolved from a novelty and solution originally addressed to large businesses to one of the tools used nowadays to build competitive advantage and oriented towards attracting the most talented candidates, as well as a method of limiting key employee fluctuation. (STUSS, STAŃCZYK, & WZIĄTEK-STAŚKO, 2018)

Backhaus and Tikoo proposed a framework for employer branding that was built on the foundation of branding principles with the integration of organizational behavior concepts, including organization identity, organizational culture, organizational attractiveness, and predictors of employee productivity.(Backhaus, 2016), It contains elements of attraction for potential employees and also sets out the expectations and requirements for candidates.

In practice, employer branding is most frequently divided into external branding and internal branding. Internal employer branding is chiefly focused on creating a friendly work atmosphere and a possibility of development inside the organization for employees. External employer branding may perform two functions: the image-creating function, aimed at increasing candidates' awareness of the brand, informing the labor market of the company and the advantages of working in it, presenting the competitive advantage, or implementing the corporate social responsibility principles, and the recruitment-oriented function whose most important objective is finding the most appropriate candidates and persuading them to apply for the vacant positions.

Negative postings negatively affect the employer brand, increasing the likelihood of derailing other applicants from applying for open positions. Considering the number of applicants moving through the pipeline for any one job, the impact of a negative candidate experience could be exponential and may indeed determine whether the candidate would apply for another open position or recommend the

organization to a friend. For example, if 100 people apply for one position and one person is hired, 99 other people do not get the job but have encountered the organization and experienced the people and recruitment practices. Applying the statistics previously reported, 59 people would have had a negative experience and, of those, 42 would have posted negative comments online on social media or career websites. With career sites such as Glassdoor (2016a), the second largest job site in the U.S. with 48 million unique visitors monthly, the impact is exponential. On the other hand, candidates posting a positive experience strengthens the organization's employer brand in the marketplace and enhances the organization's recruitment efforts.

It provided empirical proof that disgruntled or disillusioned candidates will spread negative word about the company on social media, in 2016, nearly 60% of job candidates reported a bad candidate experience, with 72% indicating they shared their negative experience online (CareerArc, 2016). Approximately one-tenth of the candidates would spread negative words about the company, especially on Glassdoor and LinkedIn, leading to far ranging outcomes for the company in the form not being able to attract talented professionals to work in the organisation and revenue loss due to negative word spread about the company's products or services. This conclusively proves that investment in candidate experience has good long term returns and ignoring candidate experience will lead to revenue loss. (Gupta & Mohan, 2019)

2.1.4.Active sourcing

Practices for the identification of talents and candidate retention are mostly through active sourcing and alternatively direct sourcing.

Active sourcing is online-based and uses social media platforms such as Xing, Twitter, YouTube, LinkedIn, and talent communities such as Careerloft or company-owned talent communities (for example, EY talent community). Direct sourcing mostly happens offline; for example, at fairs, recruiting events or personal gatherings (Dannhäuser, 2015, p. 4).

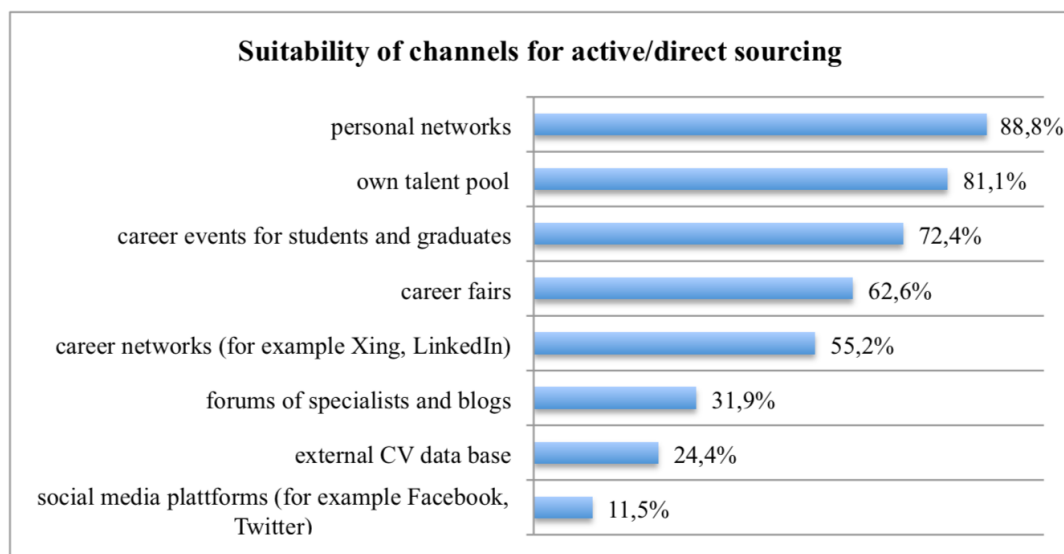


Figure 2-3: "Willingness to register in a Talent Community" (F, 2016)

2.1.5.Candidate engagement and retention

A talent community is more than a database; rather, it is an engagement platform for a company in the sense of social media platforms. It can be focused on talents and current employees. Moreover, an organization can develop multiple communities to address different target groups (Waldman, 2016). Talent communities have functions such as a profile that the user can update, its conversational among members and following organizations can build strong relationships with the talents (Waldman, 2016).

A good talent community can differentiate different talent pools. Another important function is the profile of the talent in the community and the autonomous updating of this profile. Moreover, talent communities often have typical social media functions such as posting of news, pictures, videos or events. It has similar function to social media platforms like Facebook. The difference is the type of use and the use intensity, given that Facebook is mostly privately used. A follower of the company's Facebook page shows various private information, but no relevant information concerning their CV, like qualifications or education. Therefore, it is impossible to identify and engage the talent in the long term through Facebook. It is useful for employer branding but not for TRM (Ludwig, 2012).

Similar to the relationship between TRM and tm, a competency that is of great interest to HR in talent management is employee retention, (note: the concept of

employee retention) employee retention points to a company's strategy to retain their (note: employee retention concept) employee retention points to a company's strategy to retain their workforce, while candidate retention focuses on the talent collected during the recruitment process, a strategy that shapes the potential of the company's future workforce.

Former interns, former staff or alumni, staff who have reject a job offer, so called “second best”, these sorts of candidates are the target for retention. when they are not in the recruitment service process, candidates should not only know that they have been selected for a talent pool, but also that the company is expressly interested in them. for example, they are sent a card on their birthday, or are invited to relevant events. After all, it's the same in product marketing or sales. Nominated candidates should be aware that all retention measures are there to ultimately attract them to the company. The table below shows the methods typically used to maintain talent retention, with the horizontal coordinates indicating the interest of the candidate and the vertical coordinates indicating the difficulty and intensity of implementation.

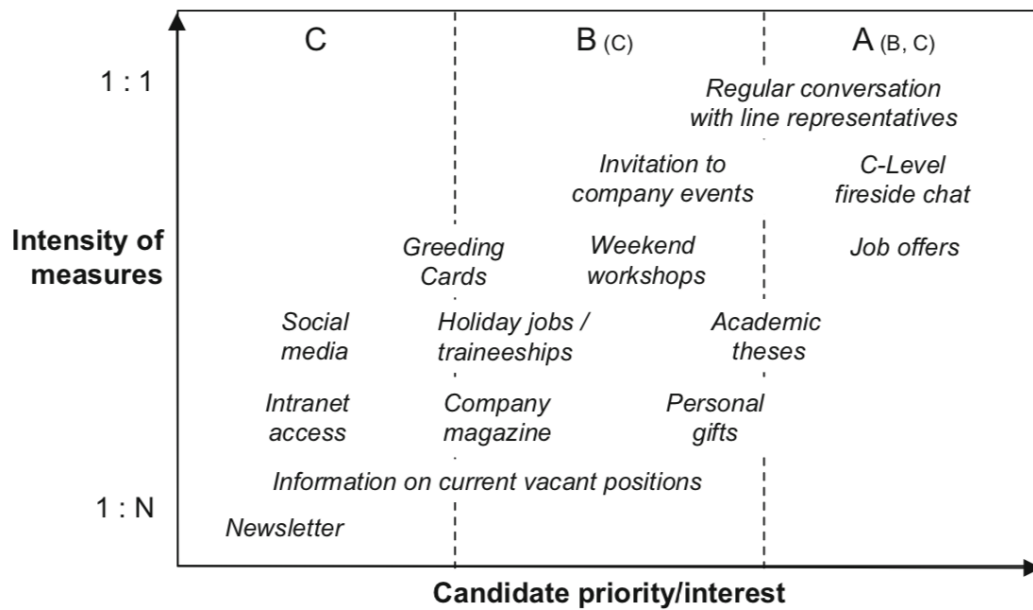


Figure 2-4: "Candidate retention measures" (Trost, 2014)

2.2. Service design

2.2.1. Service design definition

Sangiorgi and Prendiville (2017) defined Service Design as a human-centered, creative and iterative approach for innovating in services. Stickdorn et al. (2018), in the same direction, have defined Service Design as human-centered and iterative, but also as collaborative and interdisciplinary, that in the practice adopts research and prototyping activities and visualization tools that support the creation and orchestration of experiences that can better respond to people's needs.

2.2.2. Service design principles

Human-centered

When designing services, the SD approach focuses on all the people involved in the service system, which means not only direct service users, but also non-users such as internal stakeholders and staff that the service will impact on.

Collaborative

Two aspects are important in service. First, value is generated within the service and with the customer participation, hence, necessarily value is co-created.

Secondly, people bring different backgrounds into the creative process of designing a service, making it essential for practitioners to understand the cross-disciplinary nature of Service Design. Diverse stakeholders' engagement is critical during the design process.

Iterative

As a design-lead approach, Service Design is characterized by an interaction process in which small steps and early attempts are held to experiment and fail at less cost while learning from the failure and adapting until implementation. This process is the opposite of a linear process of 'decide-plan-do'.

Sequential

Experience is the key in Service Design; it is defined by the interaction and relationship moments or touchpoints. Regarding this principle, SD suggests how *“the service should be visualized and orchestrated as a sequence of interrelated actions”*(p.26)

Real

The service offering is composed mainly of intangible parts that generate value for the customers. Service Design evidence the value as a physical or digital reality. Evidencing is possible through a pragmatic and practical approach used for research and prototype ideas.

Holistic

The Design of the services considers the entirety of the service system (including backstage processes), the needs of customers as well as the business and organization goals. Therefore *“services should sustainably address the needs of all stakeholders through the entire service and across the business”*(p.26)

2.2.3.Four foundations in service design

Different from products, one service is often complicated, and services can be understood from different views and service design has different dimensions. From a systems perspective, a service is a unified and harmonious system of all physical and human factors that influence the service experience [30]. Service design is the

product of the systemization of human-oriented design ideas. System design is one of the most important ideas and principles of service design. According to the system design theory, when designing a system, designers do not talk about humans, machines (products or services), and the environment separately, but from the height of the system, consider people, machines, and environments with specific target and being interdependent from each other. The service design system includes four factors: user, stakeholder, objects, and environment, which refer to the service process of the service system, the participants, the object of service design and the service environment. When designing services, we should consider the four elements in a unified way from the perspective of the system and develop reasonable planning and design to create a good user experience for users.

1. Service process

Service design emphasizes the design of a complete user experience process, not only paying attention to the user experience when using the service, but also extending the service experience before and after, so service design generally divides a service into pre- service, during service and after service. Pre-service is the stage in which the user obtains the service-related information before entering the service. During-service is the stage in which the user accepts the service, and after-service is the stage in which the user gives feedbacks to the service after using the service. In each stage, the focus of the service is different. The service

design at the stage of pre-service focuses on improving the user's willingness to use the service. In the stage of during-service, the aim is to satisfy the user, and deliver the service value. At the stage of after-service, users should have an opportunity to gain feedback and give feedbacks.

2. Participants in the service system

In service design, “people” include end users, service providers, partners, and business users, who play different roles in the service. In a broad sense, service providers must include employees, suppliers, partners, and so on. Therefore, it can be concluded that the participants in a service system can be divided into users and service providers, and the service providers are divided into internal organizations, including front desk staffs and back-office staffs, as well as external service providers.

3. Service design objects

The object of service design is usually the product, platform, facilities and tools that the service provider provides to the user. A service may contain a series of design objects. One kind of definition of service design is that service design is the design of this series of objects.

4. The environment in which the service takes place

The environment is where the service takes place, it can be a physical environment, such as a store or kiosk, and can also be a digital or intangible environment, such as a phone or website. The environment in which the service takes place has a significant impact on customer satisfaction with the service. The environment is also where service design objects present and make sense.

2.2.4. Service design approach

The creative process of service design follows the principle of co-creation, and different types of stakeholders, including users, service providers, third-party supporters, etc., are invited to join the creation. In this process, each person's different perspectives, experiences, and needs will be fully revealed, and the designer can better integrate the information to create a solution that is most resonating.

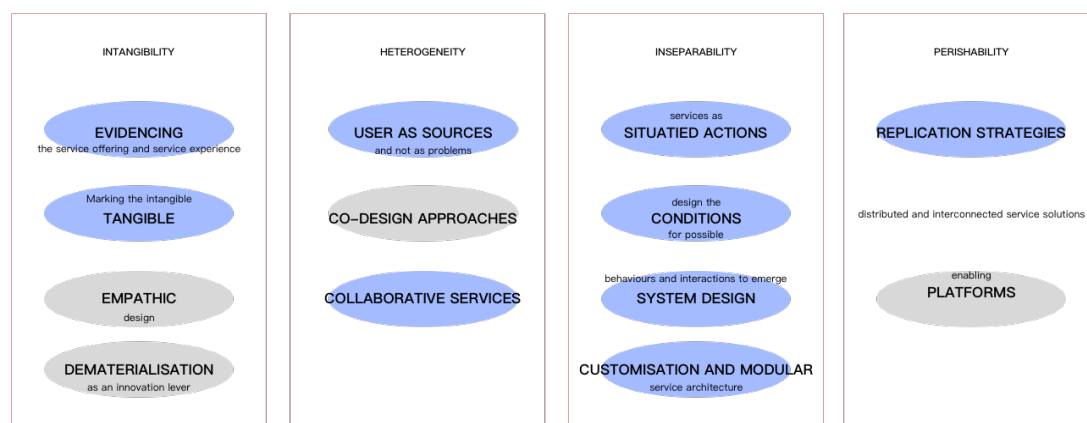


Figure 2-5: "A summary of design for services approaches in relation to the main IHIP service characteristics" (Anna & Sangiorgi, 2011)

There are many workflows in service design, but they are same in basic values and concepts. In the actual application process, we often refine basic steps to form a more specific workflow. Figure 2.2 is the service design workflow commonly used by the author. From understanding the problem to beginning to observe the research problem, and then deducing the conclusion and design direction, and making the design output, making a model that can be experienced for rapid testing. This series of processes can be repeatedly optimized to ultimately generate a solution.

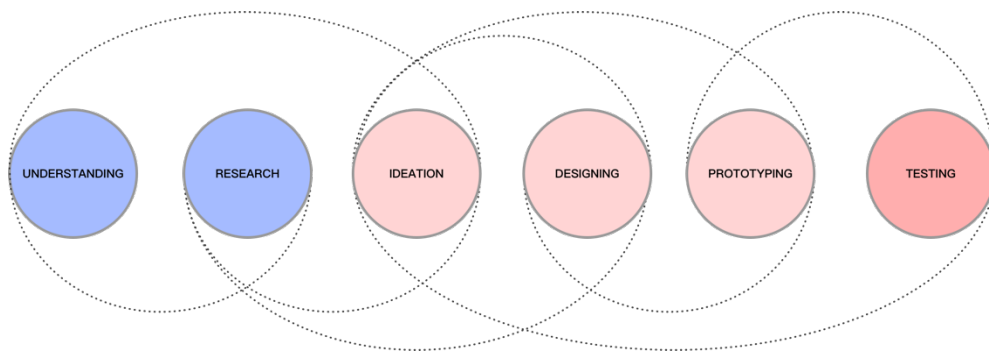


Figure 2-6: Common workflow of service design

Another common process is the four steps of the double diamond model proposed by the British Design Society, namely Research, Insight, Ideation, and Prototype.

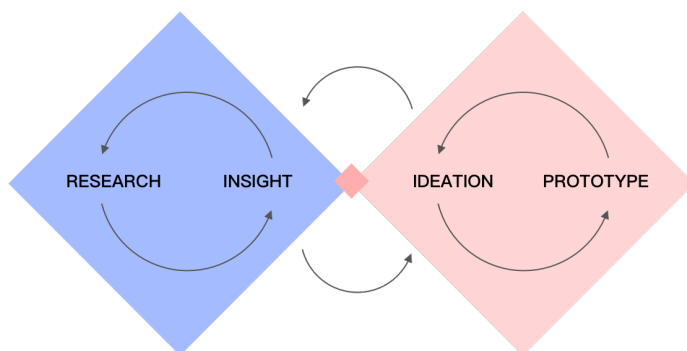


Figure 2-7: double diamond model (British Design Society, 2005)

2.3. Candidate experience in TRM

According to Laaksonen (2017), ideally an applicant's experience is a journey that begins when a person becomes a job seeker and terminates when the applicant is hired as a new employee. The journey may also end in two other ways: a disappointed non-selected candidate or a satisfied non-selected candidate. The result is particularly influenced by the applicant's experience which on the other hand is influenced by the progress of the process, the communication and the overall image how appreciated the applicant feels after the process. (Laaksonen, 2017)

“If you applied for a job in your company and would not be selected, what kind of an image would you remain of the company after the recruitment process ended?”

The applicant experience – its importance to the job seeker and to the company - has been a hot topic especially in recent years. The importance of the applicant experience has increased with digitalization, as it has brought new dimensions to communication.

There are the dangers associated with treating your candidates poorly. A poor candidate experience has a bottom-line impact of candidates getting disillusioned with the company and never seeking employment in the company again. Not only that, but they may also refer to others not to apply to that company. In today's age

of social media, this becomes more dangerous. It also highlighted certain best practices associated with candidate experience.

Candidates in the recruitment of this results-oriented process, their requirement for the experience is actually very simple and clear, carpenter summarized as four points.

- Be honest and transparent.
- Treat me with respect - call me.
- Remove the long-winded application process.
- Can I please get some feedback?

2.3.1.Information transparency

When dealing with applicants, companies should put all their cards on the table wherever possible. According to graduates who took part in the Bright Network research, 41 per cent give up on application processes that are too long and 30 per cent give up on applications when they feel that a role is not “right” for them. This should not be dismissed as graduates’ unwillingness to put in extra work when it comes to applying for roles but instead it is important to understand the reasons, they may be dissuaded from applying. Many young job seekers are put off by application forms which are filled with business jargon and vague job descriptions which don’t give them a clear understanding of the day-to-day tasks, leading them

to abandon applications as they feel they are underqualified for a role or that they don't properly understand what's involved.

2.3.2.Consistency

Overall expectations for the recruitment process, candidates want a linear forward process. Candidates want the process to be clear in its timeline, to move forward consistently, and to receive timely feedback from the employer as a steppingstone at each step. (Carpenter, 2013) A clear timeline includes a clear recruitment process, and a maximum period candidates need to wait at each stage.

2.3.3.Feedback

It also laid a lot of emphasis on prompt feedback and personalizing the interview process. Feedback from the employer usually includes confirmation of the candidate's actions and communication of the candidate's results. And generally, candidates also prefer to hear the reason for the evaluation decision rather than just an automated rejection email. Some companies allow candidates to proactively pursue the reasons for rejection, and reasonable evaluation criteria often make candidates feel respected and inspired rather than hurt.

2.3.4.Appreciation

During the employment process, candidates pay particular attention to the attitude of the company where they are applying for a job. An appropriate appreciation will demonstrate the company's attitude and leave a positive impression on the candidate. While the interview process is an opportunity for candidates to make a lasting impression on the company, it is also the company's responsibility to leave a lasting impression on potential candidates and employees. Employers should take the initiative to thank candidates for choosing the employer's company and for participating in the interview experience. By thanking them, candidates can both feel valued during the process and the company's reputation will improve.

2.3.5.Unconscious bias

Unconscious bias is also something to be aware of in the recruitment process, as it can influence hiring decisions and further miss out on talent.

Unconscious bias (also known as implicit bias) is a social stereotype that individuals form about certain groups of people outside of their own consciousness. Everyone holds unconscious beliefs about various social and identity groups, and these biases stem from a person's tendency to organize the social world through categorization. Unconscious prejudices are far more common than conscious prejudices and are often incompatible with a person's conscious values. Certain scenarios can activate unconscious attitudes and beliefs. For

example, biases may be more prevalent when multitasking or working under time pressure at the same time.

2.4. Technology trends in TRM service

In the last 15 years, scholars and practitioners have been increasingly interested in understanding how technological enhancement has impacted on working environment, and particularly on human resource management. The following four technologies have profoundly changed today's recruitment workflow and coupled with the pandemic's push towards telecommuting, the vast majority of companies are now deploying e-recruitment recruitment processes.

2.4.1. Social network site (SNS) recruiting

SNS can affect the candidate experience and employer image. Social networking sites' use can be successful in recruitment if used to post job vacancies, post locations of recruitments, or to redirect applicants to companies' websites. Thus, if the result is hiring employees at a lower cost and at a faster rate than competitors a company can achieve a competitive advantage. In addition, it enables the recruitment of a younger generation and the inclusion of passive candidates. Furthermore, social media could allow employers to predict future employees'

performance, and this could give them the advantage of knowing whom they are hiring.

The use of social media sites for hiring possesses several pitfalls mainly concerning the screening and selecting phase. SNS are opening new areas of concern in reference to the legality of this tool for the hiring process. Are employers hiring a diverse pool of candidates while using SNS or are they simply attracting a higher number of candidates? In reference to reliability and validity, social media tends to lack both, and employers should consider the accuracy of the information found.

Advantage of SNS recruiting as below:

- the use of SNS reduces both cost and time while being equally effective.
- the use of SNS helps organizations reach the younger generations such as millennials.
- the use of SNS helps organizations reach passive candidates, thus expanding the overall candidate pool.
- the use of SNS allows employers to predict job performance.
- the use of SNS can affect employers in a legal matter if they are not cautious.

Disadvantage of SNS recruiting as below:

- SNS fail to provide employers with diverse job candidates.
- The use of SNS for recruitment and selecting lacks reliability and validity.

- Job applicants' use of SNS to express candidate experience directly affects employers brand image.

2.4.2.Application-tracking system

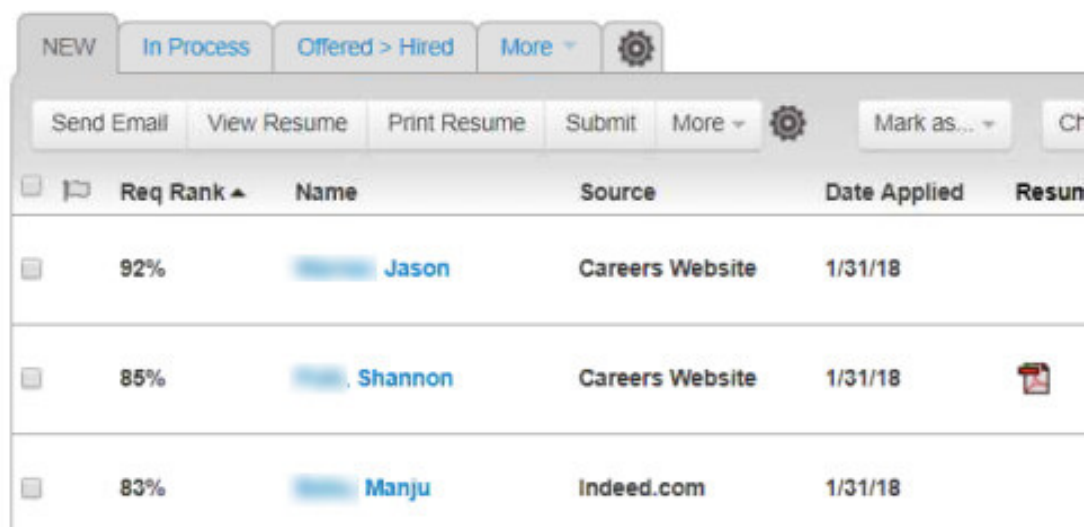
The application-tracking system is a human resources tool that collects CVs and stores them in a database that can be accessed by hiring professionals. Corporate recruiters or hiring managers can search and sort CVs in several ways. Some recruiters still choose to browse every job application received through their applicant tracking system. In this case, most will take a quick look at the applicant's past highlights, position, and company. They can decide if they want to know more in about 6 seconds. So, it is important for candidates to ensure that the skills and strengths highlighted are easily identifiable.

Most large companies use application-tracking systems, with Jobscan research finding that 98% of Fortune 500 companies use ATSs, and some companies design and develop their own proprietary ATSs to ensure that data is kept private; personalized ATSs are also better suited to the company's recruitment needs, for example Chinese companies such as Alibaba and Huawei have their own proprietary ATSs.

The application-tracking system is designed to make it easier to find the right candidate quickly, with features such as automatic ranking and keyword search.

2.4.2.1. Automatic ranking

Some applicant-tracking systems can automatically compare your CV with the job description. For example, Taleo will rank each applicant based on their CV score against the job description. Instead of reviewing every application, recruiters can focus directly on the candidates that ATS thinks are a good match.



The screenshot shows a web interface for an applicant tracking system. At the top, there are tabs for 'NEW', 'In Process', 'Offered > Hired', and 'More'. Below these are action buttons: 'Send Email', 'View Resume', 'Print Resume', 'Submit', 'More', 'Mark as...', and 'Ch'. The main part of the interface is a table with the following columns: 'Req Rank', 'Name', 'Source', 'Date Applied', and 'Resun'. The table contains three rows of candidate data.

Req Rank	Name	Source	Date Applied	Resun
92%	Jason	Careers Website	1/31/18	
85%	Shannon	Careers Website	1/31/18	
83%	Manju	Indeed.com	1/31/18	

Figure 2-8: A showcase of the automatic-ranking program (<https://www.oracle.com/human-capital-management/taleo/>)

2.4.2.2. Keyword Search

A common way for recruiters to filter CVs in the applicant tracking system is to search for key skills and jobs. The best way to determine which skills and keywords to include is to analyze the job description. For example, if a recruiter is looking for an administrative assistant position out of 400 CVs, their first step might be to search for "administrative assistant". This will filter out candidates who have not done the exact job.

Jobscan, for example, automates this process by analyzing candidates' CVs against the job description to reveal the top skills and keywords missing from the CV.

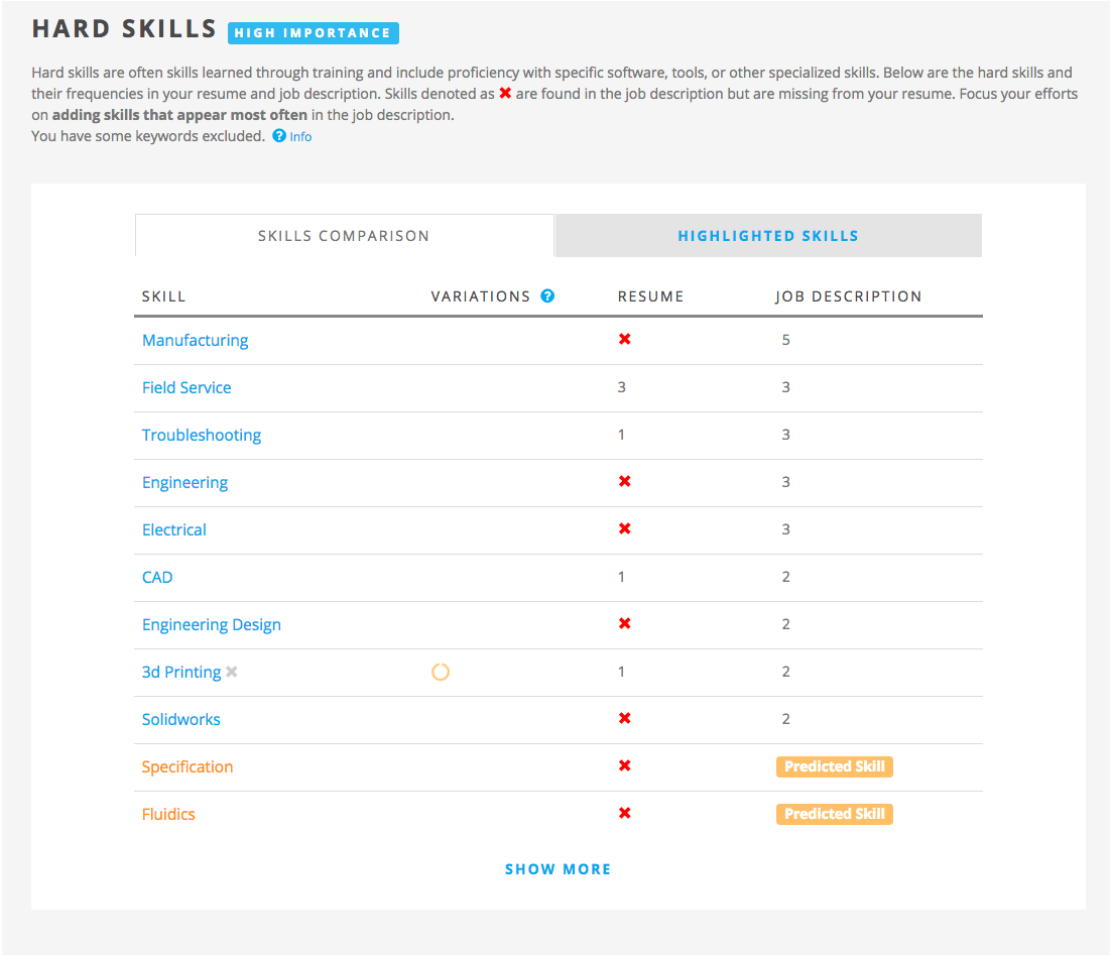


Figure 2-9: Jobscan keyword searching function (<https://www.jobscan.co/jobscan-tutorial>)

2.4.3. Big data analysis

In the screening stage, technical means such as AI big data can help eliminate subjective bias and improve the efficiency of screening different industries and sectors across the globe are adopting AI based technologies due to their speed in delivering real-time outcomes in the application, verification, and selection of job applicants (Arthur, Glaze, Villado, & Taylor, 2009; Dineen, Noe, & Wang, 2004; McCarthy et al., 2017).

By effectively implementing big data, HR departments can better manage talent within their remit. Big Data can streamline the recruitment process and make it easier to narrow down large numbers of candidates to a smaller, more qualified talent pool. Big Data can give HR the opportunity to identify employee patterns and trends and develop plans aimed at improving employee loyalty and reducing turnover. With Big Data, HR can sift through thousands of CVs, narrowing down the search and quickly finding the most qualified people. But by introducing big data into the recruitment process, costly mis-hires can be avoided. And big data allows recruiters to be more analytical and strategic in their search for the ideal candidate. With access to online CV databases, employment records, social media profiles, applications, tests and other data, recruiters are able to filter the right candidates by sorting through information and narrowing down the talent pool.

2.4.4.Remote conference

In the evaluation stage, the digital platform helps relevant people to organize interviews and manage the process; After the pandemic, telecommuting has become more popular and accepted, which has a more profound impact on the tradition of offline interview, and the efficiency has been significantly improved.

For the final confirmation stage, the decision-making power is in the future. In order to reduce the talent attrition rate, the recruitment experience is gradually valued.

Virtual interview increases the sense of distance, lack of interaction and feedback, industry restrictions (relying on the type of work on site cannot get objective evaluation results) IRB approval an individual survey was created for both the PDs and the candidates who participated in the CGSO 2020 fellowship recruitment, Sixty percent of PDs agreed or strongly agreed that it allowed for an accurate representation of the candidate. From candidate, 23% experienced a technical difficulty. Fifty-three percent of candidates agreed or strongly agreed that the video interviews allowed for an accurate representation of themselves, with 33% feeling neutral regarding this question. Similarly, only 50% of candidates agreed or strongly agreed that the video interview allowed for an accurate representation of the interviewer and only 39% agreed or strongly agreed that it allowed for an accurate representation of the program. (Hill et al., 2020)

2.4.5. Artificial intelligence assessment

AI in assessment mostly refers to any non-human analysis of a participant's response that uses machine learning, and related modeling techniques to assign scores related to people's attributes or people's expected results/behaviors.

The use of AI in recruitment ranges from video software to chatbots that answer basic queries from candidates and algorithms that screen resumes for keywords.

When screening resume, artificial intelligence needs to be combined with big data for data analysis, which was mentioned in chapter 2.4.3. Through remote meetings, the performance of candidates is recorded and the AI is able to learn methods of assessment and analyze the performance of these candidates. Used facial analysis technology to assess people's facial expressions, intonation, and word choice to evaluate whether candidate was right for the role. The well-known cases on the market, such as Hirevue, are being officially used in the recruitment process by several giant companies such as PepsiCo.

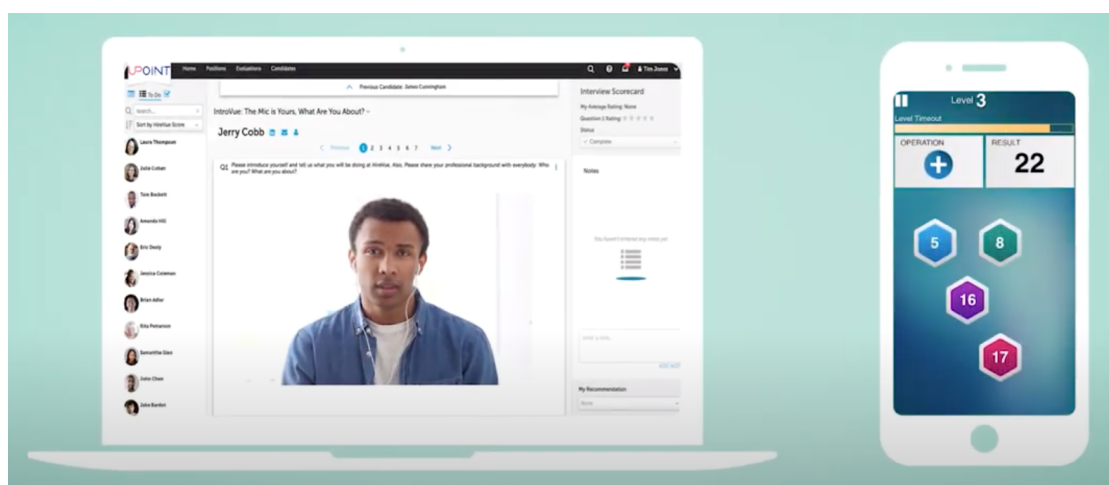


Figure 2-10: Hirevue video interview (<https://www.hirevue.com/>)

Chapter 3. Service Design under TRM

3.1. Service customer in TRM

The customer in the recruiting process can be defined as two groups, the talents and the candidates who wants to give a try. All of them participate in the recruiting process through the application channels, but they cancel or end the process in different stages. The basis distinction within these two groups is their level of matching to the company prediction, rather than the intrinsic capability.

Users of recruitment services not only contribute to the quality of the results, but they are also promoters of the service. Nowadays innovation and collaboration are broadly announced by the vast majority of the companies as their gene or culture, while recruitment would be the first change for the candidates who are also customers to view inside the company's backstage, so recruitment is a crucial occasion to provide evidence for their announcement.

The goal of employers is to obtain the ideal talent, but there is a lack of theory on the precise means of acquiring talent, so at this stage attracting more users to the single recruitment process is the most effective way to expand the employer's choice. Besides finding the right talent, they also want to build a longer-term relationship with the talent, regardless of selection confirmed or not, so that they can build up a talent pool to face the future business challenges.

3.1.1.Talent - candidate with high matching level

Talents are defined as a sort of candidates who are in high matching level to employer's requirement in experience, knowledge, disposition and personality(Trost, 2014). They are the core users of the recruitment service as they will go through the complete service process. Therefore, the service strategy for talent is focused on engagement and retention.

If employers want to maintain long-term relationships, communication channels and contact management tools are necessary to be deployed. At the same time, for talents with relatively extensive industry and work experience, they usually have a lot of options to choose from, and **companies face other competitors need to build up their advantages to influence talents' decision.** Common advantages are compensation and career potentials, while company's culture and their attitude towards employees also play important roles in talent's decision.

To summarize: for the rare right talent, The strategy is to enhance talent engagement to immerse talent in the employer's own recruitment process, reflecting the company's internal employer branding through a creative and collaborative recruitment process and driving talent decisions. For selective separations, a good recruitment experience can shape future opportunities for collaboration, enhance candidate retention in the form of maintaining long-term relationships can build a sustainably strong talent pool for the company.

3.1.2. Give-a-try Candidate – under matching requirement

Talent plays a vital role in recruitment, but talent only accounts for a very small percentage of service users, and depending on the industry, this rate can fluctuate between one percent and one third. And the rest is the major participants in the service who do not match the recruiter's expectations. These participants exit the service at various stages, regardless of the level of expectation they had when they entered the service, they are not capturing the specific value the service provides, so poor experience is a common recruitment issue reported by give-a-try candidates.

At the same time, companies often have no explanation for candidate rejections and this results-oriented service process can leave users feeling a strong sense of

disconnect. The lack of visualization of the service during the process can cause users to lose their position in the whole process for a long time.

Since companies are unable to give candidates clear reasons for rejection, candidates often attribute the outcome of the recruitment to a lack of personal competence. From the human-centered concept of service design, the aim of the service is to solve complex problems, and the lack of explanation for rejections only satisfies the business needs of the employer, while neglecting to meet the needs of the candidate.

As mentioned, **most of the candidates who will be rejected still play an important role in promoting the company's external employer brand**, so companies can use this traffic to develop a marketable competency for themselves. A good experience and a result that meets expectations is essential to overall satisfaction with the service, and a 'wow' factor that exceeds expectations is what inspires users to share. To create spontaneous branding on a social scale, the company's touchpoints with candidates can be designed based on two strategies as below.

“Wow” moment should not be designed fixedly, as candidates leave the service process at different stages. The author suggests two strategies to create the “wow” moment, The first strategy is to design touchpoints that exceed expectations at every stage, especially in the job realizing stage, as all the users

participate in the recruiting service through this channel. The second strategy is to segment the candidate category by their expectations, create corresponding personas, predict the stage at which they are likely to exit the service to simulate different customer journey maps. The second strategy is to segment the candidate categories to create personas according to their expectations and create corresponding customer journey maps to simulate the stages at which they are likely to exit the service. Thus the "wow" contact with highest availability can be designed according to different journey maps. For the second design strategy, the authors categorized candidates by two dimensions, namely expectancy and matching level.

3.2.Candidate journey under TRM

As mentioned in previous, candidate would end the process in different stage within or without their expectation, therefore the recruitment service wouldn't be restricted in a certain number of steps for different users. Each step could be considered as an exit from the service. The final result would conduct a basic impression to the overall service, as to promise a high experience journey aiming to trigger recommendations in social network, The various stages of recruitment are not only necessary procedures to the results but are also important channels for the organization to present its employer brand to the outside.

The whole recruitment process from the employer's point of view is to job analysis, sourcing, screening, evaluation and employment. Candidates are generally involved with multiple employers at the same time and the applicant process is usually cyclical and concurrent compared to the employer's linear process. The candidate process can be summarized in the following five stages: career search, job search, application, evaluation and decision.

Career search

This stage is where the user undertakes career planning, understands the needs of the labor market and locates his or her strengths and weaknesses. Specific actions include the creation of a personal CV or website, etc.

Job search

This stage refers to the user's focus on searching for jobs and channels available on the market. The channels are divided into online and offline, with the main online channels being social network site, the company's official website and internal employee referral; the offline channels generally include both job fairs and job markets. This stage also occurs after application and evaluation.

Application

At this stage users start to submit for specific jobs. Users perform applications in two ways, either in bulk or in targeted preparation for DREAM WORK and therefore repeat the actions of the first phase.

Evaluation

This stage refers to the user's participation in an employer-initiated evaluation after passing the employer's screening. Depending on the company's requirements, the user may be asked to take part in several or even more than 10 rounds of evaluation.

Decision

At this stage the user has passed the evaluation and decided to opt for a contract. This stage is linked to the subsequent onboarding

3.2.1. The company loses its connection with the candidate during the screening phase.

In contrast to the recruitment process from the employer's perspective, during the screening period, the employer is losing the connection with the candidate, thus creating an emotional breakpoint. For jobs with a large number of applications, the wait can be weeks or even a month.

Often employers will provide pre-made job postings for users to understand, but existing services lack feedback on user initiative, and few systems take user initiative into account or account it as a competitive advantage. In some giant companies in China, employers even test users' motivation to apply by including a one-hour psychology-based questionnaire. Some test takers cheat the analytics system by repeatedly practicing earning a higher match, and this behavior, which is not helpful for career development, raises the bar for applications and wastes a lot of the user's time.

Candidate at this point expect to be able to engage with the service and are eager to accumulate advantages to differentiate themselves from their competitors.

Companies can design goals, behaviors and feedback for users at this stage by means of intelligent ai, and such goals should be parallel to the user's career development.

3.3. Stakeholder in TRM

3.3.1. Employer

The goal of almost any HR project is to improve workforce productivity so it has a positive effect on the company's profitability. For a privately held business, the company president, owner or founder is the beneficiary of increased profitability. If the organization is publicly traded, the shareholders are stakeholders because, as the company's profitability increases, so does the value of its stock. Likewise, for an HR project that's incomplete or that fails to meet its goals, the reverse effect has an impact on the business owners.

3.3.2. Employees

Many HR projects improve work processes, provide workplace structure or enhance the skills of the company's workforce. Employees may be primary beneficiaries, or they are stakeholders by indirect means. For example, if HR implements job skills training, employees are primary stakeholders because the training has a direct impact on their abilities, productivity and, in some cases, their confidence and earning capacity. Improved job skills also can affect an employee's marketability should he decide to leave the company for another job. Secondary stakeholders are the company's owners, shareholders and employees who depend on their co-workers' expertise to improve their own performance. For example, if assembly workers improve their job skills and put together higher-quality products, sales personnel benefit from the ability to sell their customers better products.

3.3.3.Community

HR projects to support a new business provide employment opportunities for the surrounding community, which is why many groundbreaking ceremonies often get top billing in local news reports. New business could mean HR projects such as mass recruiting events. In communities suffering from high unemployment rates, the primary stakeholders might be the unemployed or underemployed workers in the community who now have increased opportunities for work. Indirect stakeholders are other businesses in the community; they have a stake in whether the new business will succeed. Competitors are stakeholders because their success or demise might depend on a new company's success. A local eatery could benefit from another business opening up because that could mean an influx of lunchtime customers from a nearby business. An HR project such as a mass layoff could have a significant impact on surrounding businesses.

3.3.4.Customers

Customers and clients of the business are primary stakeholders in such HR projects as recruiting engineers for researching and developing a new product line. Retaining high-profile trial lawyers, for example, can attract a larger client base that needs legal representation for litigation of civil and criminal matters. The company

ultimately benefits from the ability to provide better products and services to its clients; customers are also stakeholders because they reap the benefits of qualified employees.

3.4. Touchpoint under candidate journey

3.4.1. Touchpoint in Job Research

The main touchpoints in job research stage have two functions, i.e., employer value proposition and sourcing candidate. Depending on the proactivity of the candidate, the touchpoints encountered by the candidate vary. Relatively speaking, active candidates have multiple channels and multiple touchpoints, whereas passive candidates have less. The following will analyze the design of the touchpoints from the perspective of the candidate's frustration and needs.

3.4.1.1. For high motivation candidate

Firstly, proactive candidates will find out about job opportunities in the labor market through the most available means, including through the usual social media platforms, search engines, well-known SNS and other channels. For the sourcing candidate, the starting point of the recruitment service needs to consider the level of acceptance for the candidate. At this stage, employers are not yet in a

position to extract talent and the goal at this point is to focus on attracting more people to apply. Even if companies have adopted more radical recruitment innovations such as standalone ats or gamified recruitment to drive candidates to apply, they still need to consider whether candidates are aware of vacancy postings through the information channels they are used to.

Proactive candidates are made aware of a large number of vacancies during the job search phase, they may apply in bulk through the same cv, and this often means failing to demonstrate attributes that match the employer's expectations. To avoid this, a clearer employer value proposition will increase the user's motivation to apply. A stronger motivation means that employers can ask candidates to take the effort to answer the questions they want to ask, so that talented users can then be led to showcase the attributes that match the company. Transparency is the most common problem at this point of contact. Text is the easiest and most effective way to communicate.

Information transparency: For the user, the company needs to explain three dimensions of information: the company's competitiveness in the market, the scope for development and profitability of the employees and the requirements for the employees. This means that recruiters need to communicate frequently beforehand to ensure that external information is accurate. Enterprise collaborative working systems can support this communication and improve efficiency.

3.4.1.2. The “wow” moment

According to the first strategy mentioned above, the "wow" moment design, it is mainly applied to the employer value proposition. In addition to determinants such as compensation and skill requirements, hidden assets such as the company's culture and industry influence are also important factors in attracting candidates to want to work together. Airbnb also organizes company tours to give candidates an insight into the working environment and culture.

In short, the touchpoint of the job research phase needs to show the hidden assets of the company, articulate the expectations of the future employees and consider the accessibility to the candidate. It is also important to support the recruiter and internal staff in the development of an accurate employee value proposition.

3.4.1.3. For passive candidate (low motivation)

Passive candidates are not applying or looking for new jobs, sourcing candidates will be a challenge for recruiters who may ask employees or other contacts within their network for Previously recruited candidates may also be targeted by recruiters, so a platform to manage the talent pool will be decisive in helping recruiters, as a strong talent pool will significantly reduce the pressure on recruiters to assess. Recruiters may take a more aggressive approach to reaching out to candidates, such as emails, inbound letters or phone calls. This means a lot of

effort and work for the recruiter, as more efficient communication methods will be welcomed by the recruiter.

And for candidates who have no need for a new job, the obvious benefits that a new position can offer are the core motivator. Given that a passive candidate may already be working on a contract, personalization is a key factor in the experience. Automated, untargeted copy does not make them feel appreciated and wanted, so even simple communication methods need to be carefully designed to keep talent interested and engaged. Some automated technology can help generate such personalized job offers and increase the efficiency of recruiters. Examples include techniques such as intelligently generating email starters based on the recipient when sending bulk emails.

In short, passive candidates are waiting for a proactive and approachable contact from a recruiter and being able to make candidates feel valued and wanted is an element of the experience at this touchpoint. Recruiters want the technology to run their talent pool and technology to help them save on the cost of one-to-one communication.

3.4.2.Touchpoint in Application

The application takes place after the user has become aware of the company's position. This stage includes filling in basic information and uploading a CV. Some companies may ask candidates to prepare additional material or answer questionnaires to get a better understanding of the candidate on the one hand and to indicate the level of engagement on the other. These requirements are usually required in a non-mandatory form after the CV has been uploaded. The touchpoints that support the filling in of basic information and the uploading of CVs are usually social recruitment sites such as LinkedIn, company-owned or outsourced application portals, or simple email links posted on websites or social media platforms. After the user has uploaded the content, they usually receive an automatic confirmation email from the company. Some clear recruitment process will inform the user of the usual waiting time.

If the employer has a clear job description, the company's forms or questionnaires should be designed to support the candidate in explaining his fit with the company during the application phase.

This stage is also an important deployment point for the 'wow' moment touchpoint. The process of filling in information requires a more accurate and reliable form-based touchpoint, which may be difficult to design in a refreshing way, but after the application the user will have no idea of what will happen next. Describing a predictable future for the user would be the design point of the 'wow' moment.

The employer has not yet assessed the matching level at the application stage, so the touchpoint design is analyzed in terms of the candidate's expectation dimension.

3.4.2.1. For low motivation candidate

Candidates often need to apply for multiple positions to improve their chances of getting hired, and the fact that different companies, especially large ones, often have separate recruitment systems means that they need to do this repeatedly. If the value proposition has been clearly explained but the candidate's expectations are still low, then the application touchpoint should at least be efficient, for example by automatically recognizing CVs and filling in basic information forms. After the application has been submitted, a successful 'wow' moment may be designed to raise user expectations and raise the priority of the employer in the candidate's mind.

3.4.2.2. For high motivation candidate

High expectation candidates want to showcase individual attributes that are more competitive than their peers and more compatible with the company.

3.4.3.Touchpoint in Screening

Companies need to screen candidates' applications to narrow down the assessment, and users are not involved in this process. This gives the applicant free time to explore more possibilities, which, while reasonable and acceptable to both parties, means that the employer loses the applicant's involvement in their recruitment process during this time. At the extreme, it is common for candidates who do not have high expectations for the role and have passed the company's screening process to be surprised and overwhelmed by the sudden invitation to interview, which does not help to establish the next assessment arrangements.

3.4.3.1. Candidate with low matching level and low expectation

Again, this may be the end of the journey for some Candidates with low matching levels. For this type of user, their journey is an automated process from application to rejection, from filling out an automated form to receiving an automated response to a rejection letter. Some of them have low expectations and therefore tolerate indifference from employers.

3.4.3.2. Candidate with low matching level and high expectation

For users with high expectations, they may also take some proactive actions at this stage, such as checking the progress of their CV screening. Few employers open

the screening stage to Candidates, so the applicant's initiative often leads them to a 404 status.

As the end of the journey for this segment of the population, the automated rejection letter gives no reason for the rejection and lacks respect for the time spent by the candidate, it concludes a failed application experience. Above-expectation feedback can inspire users to share, while below-expectation experiences can lead to complaints, which can affect the employer's brand through SNS, talent communities and personal social networks. This explains why some users will spread negative comments and even fabricate assumptions on social networks to generate opinion even when they have not been treated badly by the employer. This is because at this stage they have a positive prediction of the outcome and the feedback they receive from the employer is significantly lower than their estimate. A touchpoint based on user feedback should therefore tend to acknowledge and thank the user, as well as the value of being useful to the user as an output of the entire service engagement.

3.4.3.3. Candidate with high matching level

A high matching level means that they are more likely to be identified by the employer and taken to the next round of assessment as a future employee or part of the talent pool, and employers should keep them engaged to increase the success of the hire. Touchpoints can be designed to keep the employer and candidate connected during this phase.

3.4.4.Touchpoint in Evaluation

Candidates are often required to take part in multiple assessments and a clear and fluid timeline is a basic service requirement; touchpoints may include both online and offline, or a combination of both, i.e., remote interviews followed by offline meetings; according to the previous section online interviews can have issues with inaccurate presentation of the candidate, which is particularly evident from the candidate's perception. Offline recruiters and candidates can get a more realistic view of each other, but this can lead to scheduling conflicts and inefficiencies. The person conducting the interview is also the touchpoint. Depending on the assessment, the candidate may be interviewed by an HR person, a departmental employee or a supervisor, and in the process the candidate is also assessing the people and environment they will be working with, so the person conducting the interview is also an important design point for the touchpoint. The attitude towards the candidate should be consistent and not changed after the user has been assessed, so conveying the image of the company and maintaining a fair judgement should go hand in hand. In the same way that some interviews may be the applicant's final contact with the company, the

3.4.4.1. Candidate with Low motivation

The pursuit of candidates begins when employers realize that candidates have a higher level of high matching. It is true that some applicants with high ability deliberately apply for interviews with smaller companies to hone their interview skills, which is a waste of time for the company. Raising the profile of the employer and the candidate experience can help drive decisions and win unexpected talent. Interviews are a time for employees to gain insight into the company's working environment and culture, and the company's touchpoint is the most powerful testament to the employer brand. The interviewer-candidate interaction is an ongoing process and the factors that influence the candidate experience are the image of the interviewer, the attitude towards the candidate and the feedback given to the candidate. A corresponding image that represents the company culture, a respectful attitude towards each other and a fair assessment will be the design strategy for the touchpoint with the person as the touchpoint.

3.4.4.2. Candidate with high motivation

All Candidates want to be assessed fairly and be recognized by the interviewer. For those who prefer to work for a specific company, they value the opportunity to be assessed and care more about their performance. Preparation for an interview is generally directional, and asymmetries in information make candidates lose track of their preparation. Employers can direct candidates to be more specific in their self-presentation by designing some touchpoints. More specific clues within a safe

range will be more instructive, such as business objectives for a blank position, examples of past output, etc. A more factual presentation of specific requirements will reduce the margin of error between actual competencies and interview performance more than a broad answer. A common complaint from candidates on social media sites is that they struggle to manage their interview mindset. Some pre-interview touchpoints can be designed to help candidates reduce the effects of anxiety.

3.4.5.Touchpoint in Decision

The employer's evaluation of the candidate is usually communicated to the user by phone or email, whether it is a pass or a rejection. Process information such as the timeline for onboarding should also be included in this touchpoint.

3.4.5.1. For acceptance

Recruitment is a two-way process and when an employer decides to hire a candidate, there is also the risk that the candidate will choose another company.

The touchpoint between the company and the candidate should not only be about celebrating having passed all the hurdles, but also about the expectations of working together.

At the same time, this is the stage where the employer and the candidate have to negotiate various issues such as remuneration and onboarding, and there is a need

for frequent communication. Formal and efficient communication software will be more appropriate to convey the mutual desire to work together.

3.4.5.2. For rejection

Even if they are rejected, these candidates are important future human assets to the company and there should be a relationship management process in place to place them in the company's talent pool and inform them of their long-term relationship with the company. Some touchpoints can be designed to reinforce this long-term relationship, such as birthday cards, workshop invitations, career-related updates, etc. It can be a challenge for HR to manage these relationships on an ongoing basis, so with the help of platforms and technology candidates' attention can be directed to future job opportunities with the company over time.

In terms of the rejection experience, a clearer and more logical explanation will leave a good impression on the candidate, and companies that are able to explain themselves to candidates are gaining a good reputation on social media sites. This also increases the willingness of users to engage with the company's talent pool and to work together in the future. A touchpoint design that better explains the reasons for a company's rejection can achieve this, for example through a video that conveys a more appropriate tone of sincerity and respect.

3.5. Align service principle and TRM objectives

The service is designed to be user-centered and collaborative, in line with TRM's goal of developing sustainable talent competencies.

TRM's core strategy is to build talent pools to meet the challenges of future business growth, to select the right people for the company through the recruitment process, to enhance the willingness of people to work together in the future through a great recruitment experience, and to manage long-term relationships with talent.

Where enhancing the applicant experience is the main objective, the roles of recruiters and employees are redistributed, and their respective business objectives need to be supported. Both service design and TRM are more geared towards developing a long-term competitive advantage, increasing repeat business from existing users and fine-tuning new user engagement than achieving short-term goals.

Using the above analysis of the various touchpoints of the Candidate journey, the objectives for each stage are summarized in the chart below. At each stage, the different personas have clear needs that correspond to the stage objectives. At the same time, the wow moment design strategy is also mentioned.

	JOB RESEARCH (JOB RELEASE)	APPLICATION (SOURCING)	SCREENING	EVALUATION	DECISION (EMPLOYMENT)
STRATEGY TO STAKEHOLDER	internal collaboration	talent pool job information transparency	clear timeline	employer branding evidence	talent retention
STRATEGY TO CANDIDATE	accessibility	efficiency self presentation	consistency appreciation	eliminate bias consistency	appreciation
"WOW" EXPERIENCE	strong value proposition	consistency	feedback support	talent relationship	enlighting feedback

Figure 3-1: Recruitment strategies to stakeholders in journey stages. Own elaboration.

Using the above table to create an axis, the horizontal axis is the TRM milestones, and the vertical axis is the candidate's recruitment journey, which gives a picture of how TRM affects the user experience. Using the 'wow' moment design point distribution, the authors propose the following four design strategies when applying service design to the field of Talent relationship management.

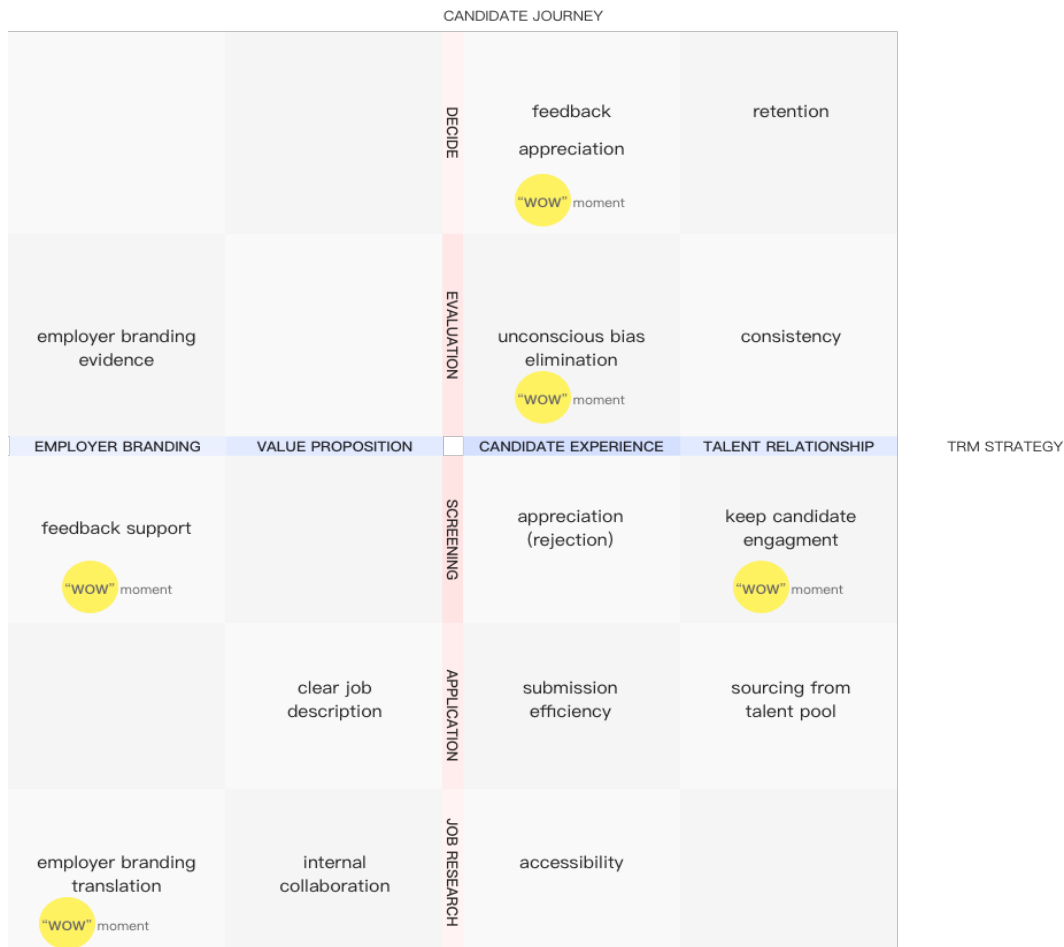


Figure 3-2: Service strategies distribution coordinates based on TRM and candidate journey. Own elaboration.

Supporting internal collaboration to deliver strong employer brand at the beginning

Keep candidate engaging after application and support feedback to whom didn't pass screening

Embracing new approach to eliminate unconscious bias proves your employer branding during evaluation

Feedbacks after the evaluation conducts mutually beneficial relationship and trigger low-term talent retention.

3.6. Service design opportunities based on candidate journey touchpoint

A series of practical initiatives were selected to generate knowledge about the sparkling hiring experience in the reality. The selecting criterias were regarding outside-in / inside-out ways to approach the process, the inclusion or not within a design project, and considering their purposes such as instilling a user-centered approach or challenging service and value concepts. The comparison between them gives a sense of how design practices can be associated with different touchpoint strategies, opening the spectrum of possibilities.

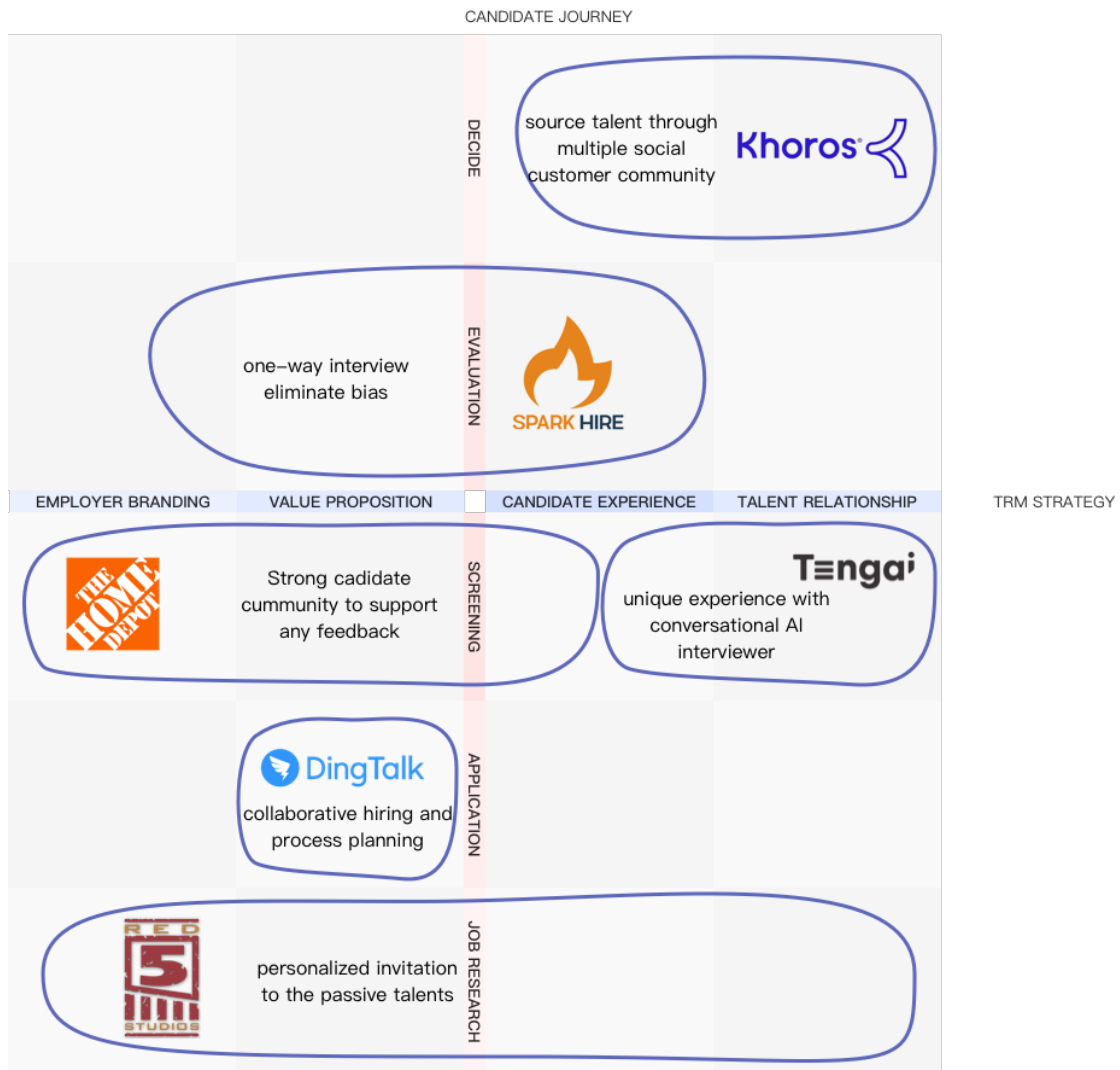


Figure 3-3: Cases' innovation distribution in service strategy coordinates. Own elabration.

Case 1 Personalized invitation to awake the passive candidate

Red 5 studio

Target: candidates with low motivation and high matching level

Candidate journey stage: job search



Figure 3-4: Red 5 studio iPod invite. (<http://rgcreations.com/portfolio/red5studio/>)

Description:

Red 5 studio spend 4 mons to understand 250 top developers and send 100 of them personalized iPod in an unusual package with access codes to the site with information about the proposed positions. 90 out of 100 recipients positively responded to the job offer.

red5 chose to send this invitation letter to the invited developer's office environment on a weekday through a discussion-generating package, thus provoking a discussion in the candidate's office. As a newly independent game studio, their employer branding instantly caught the attention of the industry. The packaging could be spelled out as a poem expressing the employer's ambition and determination. The iPod inside the package recorded a message that the chief executive of red5 wanted to say to his target personally, expressing red5's concern for the personal development of their employees and their expectations of working together. Given the long-standing squeeze on the workforce in the games industry, this distinctive attitude from red5 quickly led them to recruit the right people.

“Wow” moment:

The communication and timing of the job offer was carefully designed to exceed the candidate's expectations, using iPod pre-recorded audio. This unexpected approach allowed red5's employer brand to be instantly spread into the talent community.

The company's objectives and current achievements were distilled into the invitation package, which gave a strong sense of red5's value proposition.

The capabilities of the target talent are fully researched and understood. The response rate and willingness of job acceptance is significantly increased because of the attention given to the passive talent.

Key insight

A focus on candidates can significantly improve experience and promote employer branding.

Candidate focus can be achieved by changing conventional information channels.

Case 2 Collaborative hiring and process planning

Dingtalk

Target: candidates from external and internal

Candidate journey stage: Application

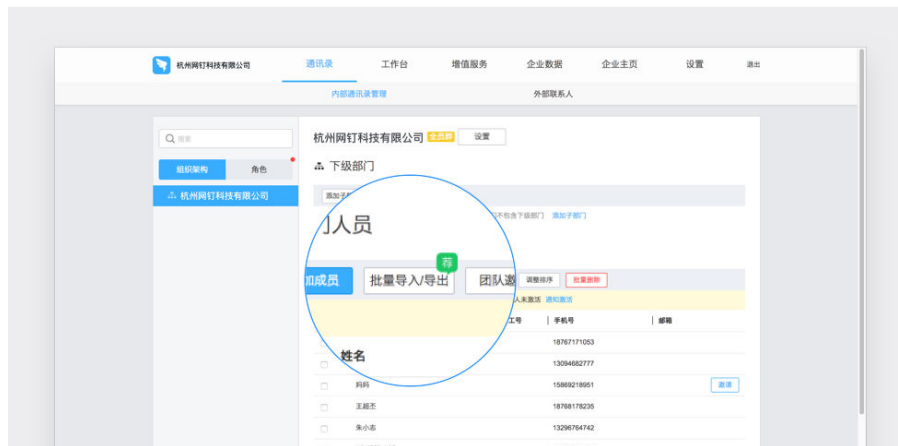


Figure 3-5: Dingtalk Human Resource Management system. (<https://www.dingtalk.com/en>)

Description:

Dingtalk is an internal work collaboration software that integrates instant communication, reporting statistics, process management and other features required for human resource management. Dingtalk has partnered with a number of Chinese social job board giants so that CVs submitted from multiple channels can be processed centrally on one platform.

When developing job requirements, Dingtalk's timely communication, timeline planning and meeting room scheduling support efficient collaboration between employees and hr. HR can send job requirements to multiple social recruitment platforms with one click and posted jobs can be previewed by employees to ensure

the accuracy of the company's value proposition. At the same time jobs can be sent to the built-in forum and seen by employees in other departments. The HR management module supports efficient internal recruiting. During the pandemic, Dingtalk's video conferencing feature supported remote recruiting for most SMEs. The built-in cloud drive and HR management features also make it easy to connect candidates to the onboarding process.

The biggest advantage of Dingtalk over the similarly positioned collaboration software SLACK is the deep integration with HR's administration on a daily basis, which allows the entire lifecycle of talent to be managed. Despite the slight shortfall in user experience, the full functional support of Dingtalk ensures the minimum viability of a complete HR workflow.

Key insight:

The daily work of an HR is not only about recruitment. To improve the efficiency of recruitment, the whole process of HRM needs to be considered.

Improving the synergy between HR and employees also needs to consider the communication channels for employees.

Case 3 Strong candidate community to support any feedback

Home Depot Canada

Target: all candidates

Candidate journey stage: Screening

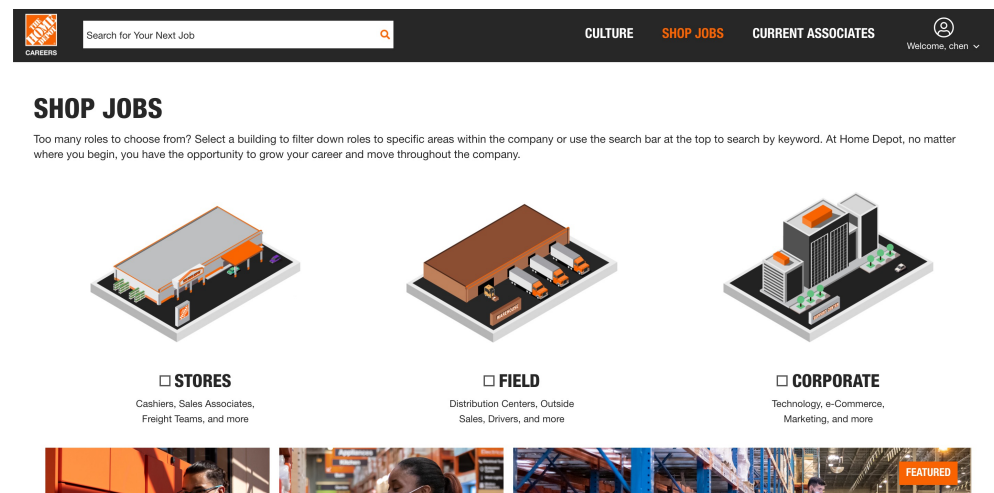


Figure 3-6: Home Depot official career website. (<https://www.homedepot.com/>)

Description:

The Home Depot has changed their stance on candidates, as evidenced by their career application slogan "shop jobs".

Candidates can stay on their career site for a long time. Home Depot regularly shares the promotion journeys of its real staff on its career site and social media platforms, while candidates can also find continuing education and career training programs supported by Home Depot, which gives candidates a strong sense of confidence and motivation.

“Wow” moment:

Home Depot solves one of the major problems faced by almost every candidate - waiting for the company to notify them of the status of their application. They use social media to actively communicate with the talent community and applicants.

Home Depot also uploads posts from candidates, employees and customers about the status of their applications or suggestions for policy changes. They actively respond to every question posted on the page. On Glassdoor, their interview experience NPS is 76.

Key insight:

Using social networking sites, employers and candidates, and candidates with each other, form supportive relationships to enhance the experience.

Continuous updates on the status of internal staff can significantly increase the transparency of information and thus the motivation for candidates to engage.

Case 4 Physically conversational ai interviewer reduce bias

Tengai recruitment

Target: all candidates

Candidate journey stage: screening



Figure 3-7: Tengai physically communicational ai chatbot. (<https://www.tengai-unbiased.com/>)

Description:

Tengai is a Social AI-robot with a natural language processing engine

Unbiased by design with interview inclusion and diversity software. During a job interview, Tengai asks all candidates the same questions in the exact same way and order. This makes the interview experience fair for all job seekers. During the 20-minute interview, Tengai constantly gives 'human' feedback. That includes nodding, smiling, leaning her head or saying "hmm". The purpose is to encourage the candidate to give elaborate answers. And if the answer is too vague, Tengai might ask the candidate to give more concrete examples. Tengai screens for soft

skills and personality traits, the D&I software and scoring tool deliver structured interview data.

Depending on the recruitment needs, Tengai can also reach all candidates remotely. This means that all candidates have access to an interview after they have applied, thus enhancing the engagement in the vacuum between application and evaluation.

“Wow” moment:

The physical ai bots offer an impressive experience and this innovation can also represent the dynamism of the employer’s brand.

Key insight

Natural conversational ai analytics can reduce the burden of candidate responses and lead to more honest answers, while enhancing user engagement during CV screening and creating a coherent recruitment experience.

Case 5 One-way interview

Spark hire

Target: candidates with high matching level

Candidate journey stage: screening

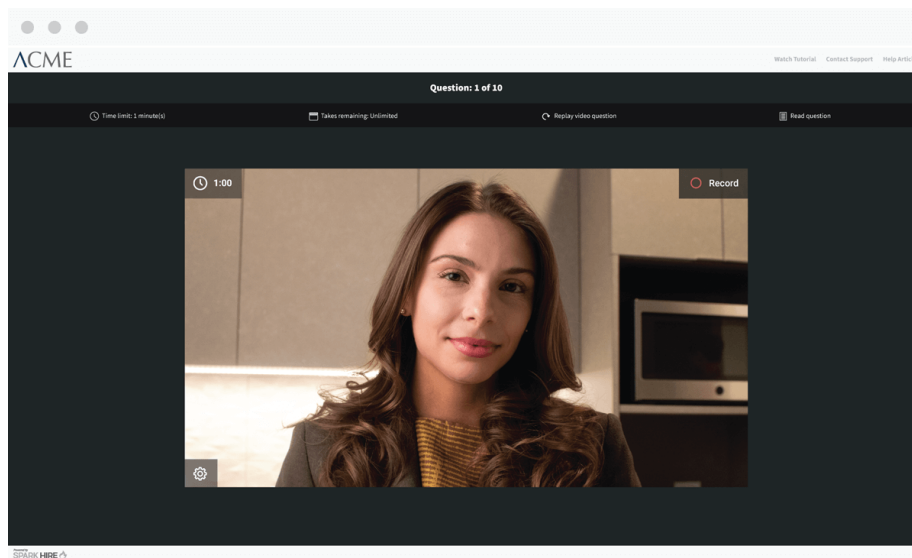


Figure 3-8: Spark Hire one-way interview platform. (<https://www.sparkhire.com/>)

Description:

Spark hire speed up screening by developing a continuous interview flow.

Candidates respond to a pre-settled interview questions on their own time thus it can eliminate phone interviews and gain more insight on candidates by their video answers.

All candidates answer the same questions under the same conditions to ensure everyone has an opportunity to put their best foot forward thus established a fair interview process. Instant feedback can be captured from hiring managers by

sharing recorded video interviews with them which allows making collaborative decisions about which candidates make it to the next round.

This provides candidates with the flexibility and empower candidates with busy schedules to interview can suit in this way properly.

Key insight:

The one-way interview can be seen as a guided video resume, which adds dimension to the candidate's self-presentation and gives them a target to focus on.

Case 6 Tracking and managing talent relationship through multiple channels

Khoros care

Target: candidates with high matching level

Candidate journey stage: decision

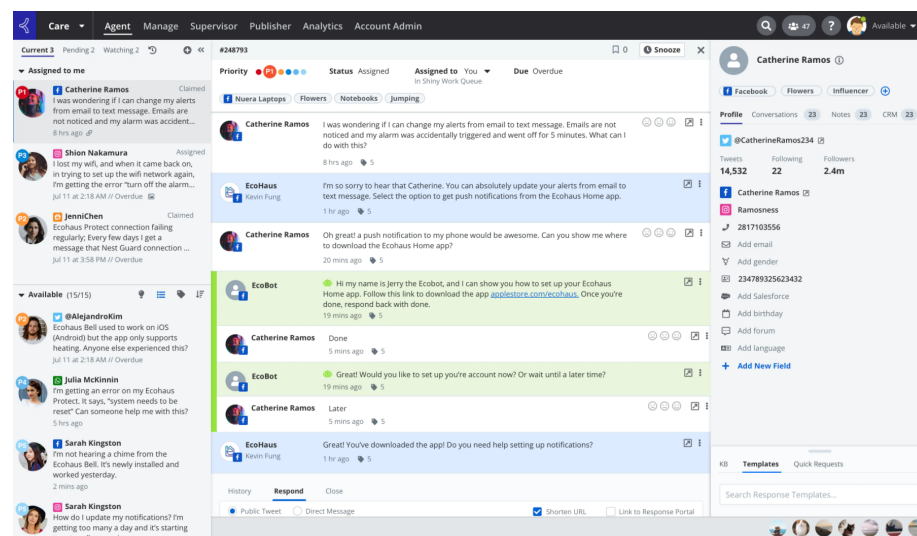


Figure 3-9: Khoros multiple communities CR tracking system. (<https://khoros.com/platform>)

Description:

Khoros Care is a social media recruitment solution that can equally be used as a talent relationship management tool. Khoros helps companies streamline their interactions with talent across various communication channels such as messaging, web chat, social media and peer-to-peer communities. It enables recruiters to view, engage and resolve applicant queries on a centralized platform. In addition, it allows recruiters to create personalized profiles for talent with information such as interests, influences, tags and internal notes. Recruiters can

make passive candidates aware via phone, email and other online measures when there is a new challenge for the business.

“Wow” moment

When candidates express their views and suggestions on the recruitment process on mainstream platforms, khoros’ multi-channel integration capabilities allow companies to respond to them accordingly.

When candidates drop out of the recruitment process, khoros is able to keep in touch with the talent through the mainstream pipeline

Key insight

Keeping in touch with candidates who have exited the recruitment process needs to take into account the channels of communication with them, the way they are communicated during the recruitment process may be unavailable at the end of the process.

Case 7 A special membership to the entrance

Zappos insider program

Target: Candidates with high motivation and high matching level

Candidate journey stage: Job research

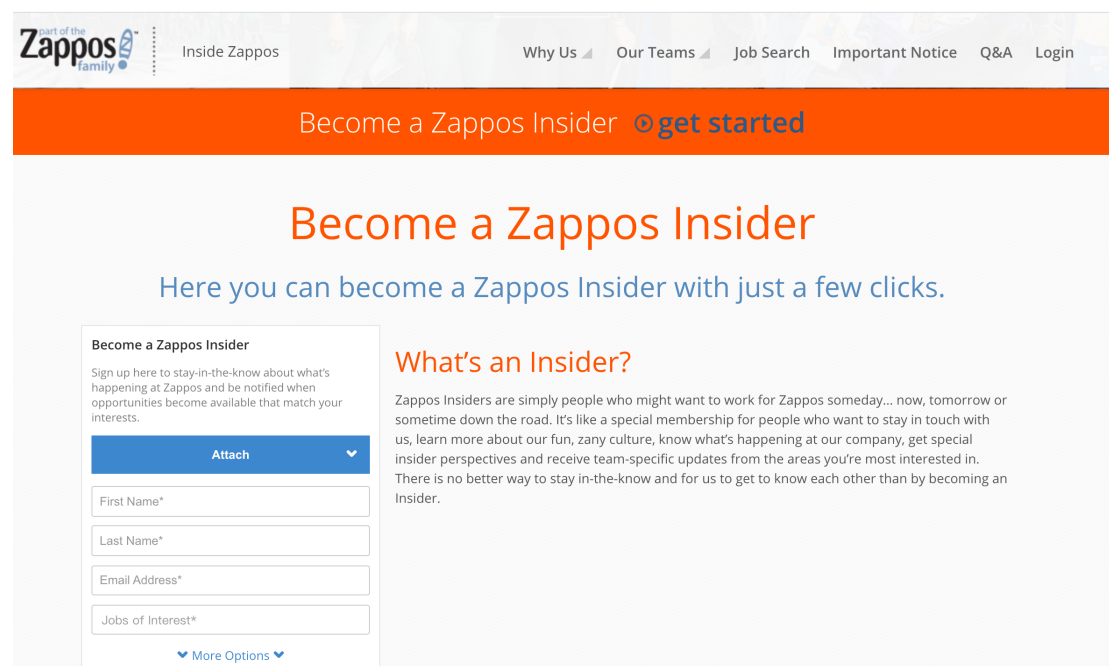
The screenshot shows the Zappos Insider program sign-up page. At the top, there's a navigation bar with the Zappos logo (part of the family), 'Inside Zappos', and links for 'Why Us', 'Our Teams', 'Job Search', 'Important Notice', 'Q&A', and 'Login'. Below the navigation bar is an orange banner with the text 'Become a Zappos Insider @get started'. The main heading is 'Become a Zappos Insider' in orange, followed by the subtext 'Here you can become a Zappos Insider with just a few clicks.' On the left, there's a sign-up form titled 'Become a Zappos Insider' with a description: 'Sign up here to stay-in-the-know about what's happening at Zappos and be notified when opportunities become available that match your interests.' The form has a blue 'Attach' button with a dropdown arrow, and four input fields: 'First Name*', 'Last Name*', 'Email Address*', and 'Jobs of Interest*'. Below the form is a link 'More Options' with a dropdown arrow. On the right, there's a section titled 'What's an Insider?' with a description: 'Zappos Insiders are simply people who might want to work for Zappos someday... now, tomorrow or sometime down the road. It's like a special membership for people who want to stay in touch with us, learn more about our fun, zany culture, know what's happening at our company, get special insider perspectives and receive team-specific updates from the areas you're most interested in. There is no better way to stay in-the-know and for us to get to know each other than by becoming an Insider.'

Figure 3-10 Zappos Insider program. (<https://jobs.jobvite.com/zappos/p/inside>)

Description:

Zappos have added the Insider program, which Zappos describes as a place “where people can sign up, stay in touch, talk to real people with real names and real faces, get to know us and allow us to get to know them. Our Insiders are people who might like to work for Zappos someday ... today, tomorrow or at some point in the future.” It’s like a special membership for people who want to stay in touch with us, learn more about our fun, zany culture, know what’s happening at

Zappos, get special insider perspectives and receive team-specific updates from the areas which candidates are most interested in. By becoming an Insider, candidates can stay in-the-know and keep Zappos learn more about their characteristics and passion.

Even they stopped externally posting their vacancies, they still received 31,000 applications in a year and ended up hiring 350 people. One of the factors that enabled this project to be supported was that Zappos has long used social channels to describe their culture, people, and events. Another context element is that this policy applies to call centers, which employ a large number of people doing jobs that are similar, easily described, and familiar to most candidates.

“Wow moment”

They put large staffing investment in keeping in touch with candidates, screening out spam-posted resumes through the proactive action from candidates, thus maintaining a high-motivated candidate pool.

They get to know the soft skills, hard skills and cultural fit of candidates by in-depth chatting with them in advance, rather than leaving them to assume themselves in the face of a void.

When a position opens up, the program allows them to find the perfect fit straight away, rather than launching a new candidate competition.

Key insight

Avoid the bad experience of candidates receiving rejection letters by proactively sourcing the most suitable candidates.

Allowing recruiters to proactively search rather than spend a lot of time dealing with rejections.

Abandoning job postings means high matching level candidates don't give up engagement because the role and description of the job doesn't match themselves.

Chapter 4. Propose a better experience for recruiting in medium and large organization

4.1. Target candidate and employer

An entry-level job is a job that is normally designed or designated for recent graduates of a given discipline and typically does not require prior experience in the field or profession. Qualifications at this level recognize basic knowledge and skills and the ability to apply learning in everyday situations under direct guidance or supervision.

Entry-level candidates often fail to meet the company's expectations in terms of experience and competence. 91% of employers prefer their candidates to have work experience, and 65% of them prefer their candidates to have relevant work experience. (NACE Job Outlook, 2017) Candidate who recent graduated from high school or college usually take entry-level positions. Learning at this level involves building basic knowledge and skills and is not usually geared towards

specific occupations. The skills learnt at school are often not fully adequate to meet the demands of the workplace. Most entry-level jobs offered to college graduates are full-time permanent positions and some offer more extensive graduate training programs.

Companies need to hire entry-level employees for long-term growth as well as for cost reasons, and sometimes because of policy requirements. Companies are more interested in the potential of their employees than in the immediate benefits they can produce. Some companies are motivated to hire young people because they can bring fresh ideas outside of the existing framework. Which type of companies is focusing should be defined from the start. Medium, big companies with a collaborative culture and flexible work environment, along with digital filtering systems in the first stages of the recruitment process.

In an ideal process in big companies, around 250 apply to a job position with their CV, only 50 pass the screening and then are assessed through online evaluations. Finally, only around 6 people arrives to the face-to-face interview phase.

Entry-level candidates have a strong desire to enter the industry and need a career search process before finding a job, and some of them face a mismatch between their studies and labor market needs. Due to their lack of industry experience and job search experience, they face serious information opacity, which is reflected in their lack of knowledge of the specific competencies and performance expected of

them in the position, as well as a poor experience due to over-expectation in the job search period.

4.1.1. Persona

Persona is a design tool. It does not specifically refer to a user or a group of people under the traditional market partition concept. The persona enables the visualization of design target and help to develop empathy.

Candidate persona

Pietro is from Florence and is actually working as Software Developer consultancy company. He is a determined and focused guy who always work hard for his objectives. He is always on the hunt for new adventures, never setting something below his expectations.

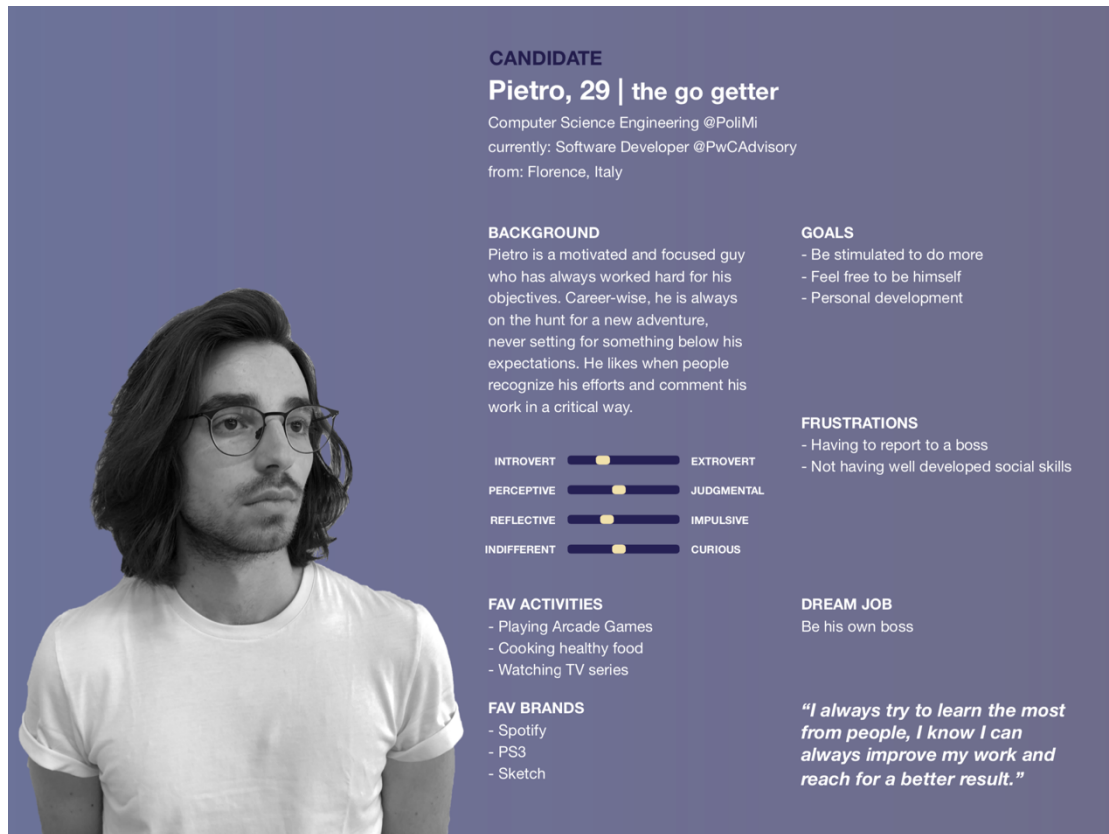


Figure 4-1 Candidate persona. From Buddy program

4.2. User research

In order to understand the focus of recruitment in practice and the real problems encountered by candidates and improve experience that fit the real demands, the author's team conducted user surveys of candidates and recruiters in the company, in the form of god-to-god interviews.

Interview research is conducted through a combination of interviews and self-reports. The interview method is based on an interview outline or questionnaire, including individual or group interviews, according to the aims and requirements of the study. It is a systematic and planned way of gathering information. Commonly

used user interview methods can be divided into in-depth interviews and focus groups, depending on the number of interviewees. According to the mode of communication, they can be divided into face-to-face interviews and telephone interviews. Self-statements are based on the researcher's questions and his own experiences. The researcher strips down from the many complex experiences of the interviewee to what is relevant to the topic. This method greatly expands the researcher's horizons, enriches the sources of material and is an effective means of digging deeper into user needs in design research. However, this self-representation approach is a subjective narrative process, so it relies heavily on the quality of the interviewer's questions and the interviewer's response to the user's answers. Therefore, it is important to prepare well before the interview, to clarify the objectives of the interview, to choose the interviewees reasonably and to develop a reasonable interview outline.

4.2.1. Interview target

Interviewer atmosphere for recruiters and candidates. The recruiters were selected on the basis of having worked for medium to large companies, either currently working for an executive search firm or within the company, and the different recruitment roles facilitated a more perspective on the recruitment process. Candidates are selected according to industry to avoid duplication of recruitment experience.

HR Interviewees as below.

name	job	experience
ANNA ADAMI	Executive search consultant	20+ years
AGATA MENGOLI	Recruiter Specialist	Two years
CHIARA MIRANI	Inter IKEA Group HR	Ten+ years
SALVATORE GERMINO	Corporate recruiter	Nine years

Candidate Interviewees

name	job	experience
CHIARA LENNA	Internship as a Service designer	4 recruitment experiences
YIHAN MAKI	SAP consultant	5 recruitment experiences
ALESSIA TELI	neurophysiopathologist	5 recruitment experiences

4.2.2.The interview question setting

The questionnaire was divided into two groups according to candidates and recruiters, to understand their experiences, concerns and needs respectively. For recruiters, some questions were set about the practicalities of the recruitment process within the organization to present a more specific understanding. Some questions dealt with their satisfaction with the current workflow, while respondents were asked about their attitudes towards technology and ai.

Candidates were asked about their overall impressions of the recruitment where memorable experiences, including the influences that made them have a bad

experience. Some feasibility was asked if it would make a practical difference based on their personal experience. They were also asked about their attitudes to interview assessment methods and their views on technology and ai.

The questionnaire to the candidate

1. Which channels did you use to look for internships and/or jobs? (Internet sites, university sites, job fairs...)
2. How long did it take you to find it?
3. Was it a stressful process? If yes, why?
4. Was there a moment in the job search and interview process when you can say you had a bad experience? Example
5. Can you tell us step by step what you did to make the application? Were there any moments when you felt your time was wasted?
6. Do you know what group assessments are? Have you done assessments?
Would you like to do them?
7. How did you feel during the interview? Did they put you at ease?
8. Have you ever perceived prejudices during the interviews? Your friends?
9. Are you familiar with collaborative hiring? Basically, it involves involving current or former employees in the selection phase of the job you are going to do...
what do you think?

10. Trends have shown that, especially abroad, they use video calls for interviews in which AI-enabled software scans your facial expressions to create a psychological profile. What do you think about this?

The questionnaire to the HR

1. Can you tell us briefly about your work in the field of human resource selection?
For example, what exactly does it do?
2. Do you work in a department with other people?
3. How do you get in touch with the companies you work with?
4. Are you responsible only for the selection and recruitment of personnel or for recruitment, training, compensation, or other purposes?
5. How much does an average company spend in terms of time and money to find the right candidate?
6. Could you describe what are the stages of the recruitment process step by step?
7. Which platforms do you use to collect information about candidates (such as LinkedIn, Headhunter.)?
8. Which programs do you use for your job? (excel, word, mail ...)
9. Do you think that there are activities that make you waste time unnecessarily or simply unpleasant in the recruitment process? Can you please list them and describe them?

10. Now I list a series of inspirations for the improvement of your work, and you could tell us which are the most significant for you. If you want, you can also suggest something to improve. It could:

- a) Improve cv filtering efficiency
- b) Reduce the time dedicated to the interview phase
- c) Remove repeatable work
- d) Integrate the data platform

11. Ok, we're almost done ... one last question. We did a bit of research on dedicated recruiter services around the world.

For example, do you know Khoros? It is a new system dedicated to recruiters, basically, a platform that connects with possible candidates for a job; provides guidance on who they are, what they are looking for and their interests and abilities. (Spredfast and Lithium have merged to offer a platform that converges marketing and assistance to help brands connect with customers during their journey). What do you think?

4.2.3. Insight from HR

From Chiara we learn that in structured corporate HR department there are always a team of Human Resources composed by: HR specialist (Personal administration, compensation, and benefits), HR generalist (traversal role, selection of the personnel and coordination of training) and HR business

partner (generalist who is part of the management team of a specific part of the company). Is the CEO that, in important practices, gives the directions.

In large companies, there may be ten recruitment processes open per month.

In companies, especially in foreign ones, collaborative hiring is spreading, as it improves the personnel selection process. “It often happens that we spend more time communicating with the client (the company) rather than actually working on the actual active research.” said by Agata.

Respondents expressed ambiguous attitudes towards technology and ai, technology and ai are welcomed in HR work as long as they are used as tools.

Technology and ai should be means to improve recruiters work and not something that replace it with automated processes and algorithms that don't include common human social dynamics.

4.2.4. Insight from candidate

Knowing that they are evaluated by ai technology, makes candidates feel even more stressed as they know that everything is recorded and stored forever. The challenge is to make the technology less creepy. “A stressful part of the process was the online test which preceded the interview. There were some questions ranging from more psychologic tests to questions of logic and general culture. What made me feel anxious was to know that they were recording me with the

camera and analyzing my feelings and that influenced my answers. I think that this technology it's useful, but they should find a way to make it less creepy.”

And candidate thinks it is better to have negative feedbacks rather than nothing, so candidates could continue to search for a Job or be more conscious. Chiara complain about the process as Receiving automated responses or not receiving them at all is quite stressful.

Candidates appreciate the presence and involvement of possible future teammates in the recruitment process. In certain cases, candidates think practical assessments test in a more efficient way their Capabilities than theoretical evaluations. From Yihan we learnt that from the candidate's perspective they also feel a responsibility of choosing between accepting a job offer or continue their research. Candidates value to have a fast recruitment process but at the same time appreciate to have direct contact with company's employers before taking a decision. The personal presence is still highly appreciated.

Unfortunately, in recruiting, particularly in state jobs, there are still many biases, especially with young candidates, foreigners and girls close to possible maternity. Recruitment based on referrals sometimes do not follow an objective choice logic but are subject to personal preferences and bias. Alessia told us students to find an

internship or a job, use platforms like LinkedIn, social networks, and university career service but in some cases, especially in health field, is simpler to find an opportunity through contacts with university figures, such as the coordinator of the degree course. In the medical field, recruitment is often based on “knowing of people” rather than a real selection based on meritocracy through CVs.

4.2.5. Summary of needs

The bigger problem we have identified from our research in the field of recruitment is that there is a lack of communication between companies and candidates. This leads to candidates not understanding the company's expectations and not receiving sufficient feedback, while the company's lack of sufficient knowledge of the candidate leads to bias. The lack of communication between the two sides creates a state of abstraction that can be perceived as a gap, in terms of expectations from the candidate and in terms of approaches for HRs, resulting in a stressful and complex recruiting process.

4.3. Scenario

To understand the scenario where the service is applied, it could be aligned to the existing filtering and selection process. When speaking about big companies that have a flat hierarchy, we want to create a bond between big corporate recruiters

and candidates, to make the recruitment process smoother and let candidates live a positive experience. We decided to integrate this process by following the candidate through all the steps after the CV filtering, before in a digital way through a chatbot to provide information and tips, and then, for the few candidates that arrives to the interview phase, in a physical way providing a selected employee from the company.

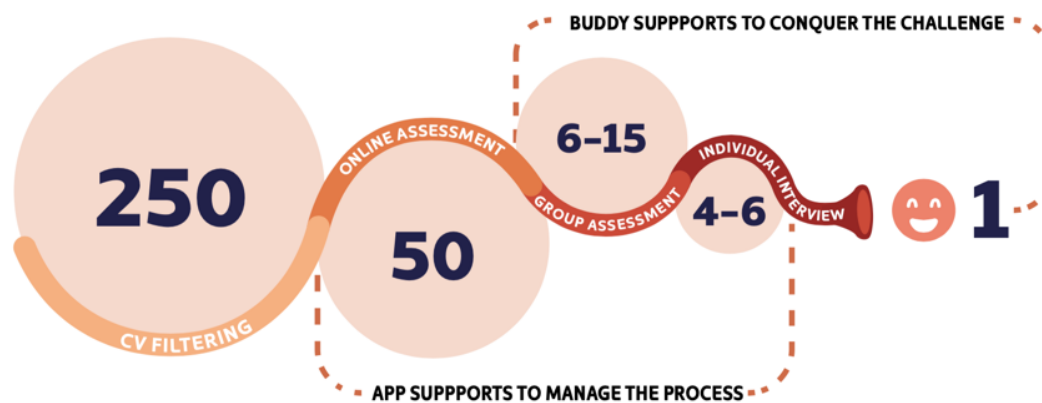


Figure 4-2: Buddy program scenario. From Buddy program.

4.4.Proposal: Hiring - experience the company from within

Hiring combines a platform, app and mobilizes a buddy from the company to support candidates throughout the steps of the recruitment process. It offers information & tips through a chatbot first and an informal meeting with a selected employee to get in touch with the employer right before the final interview.

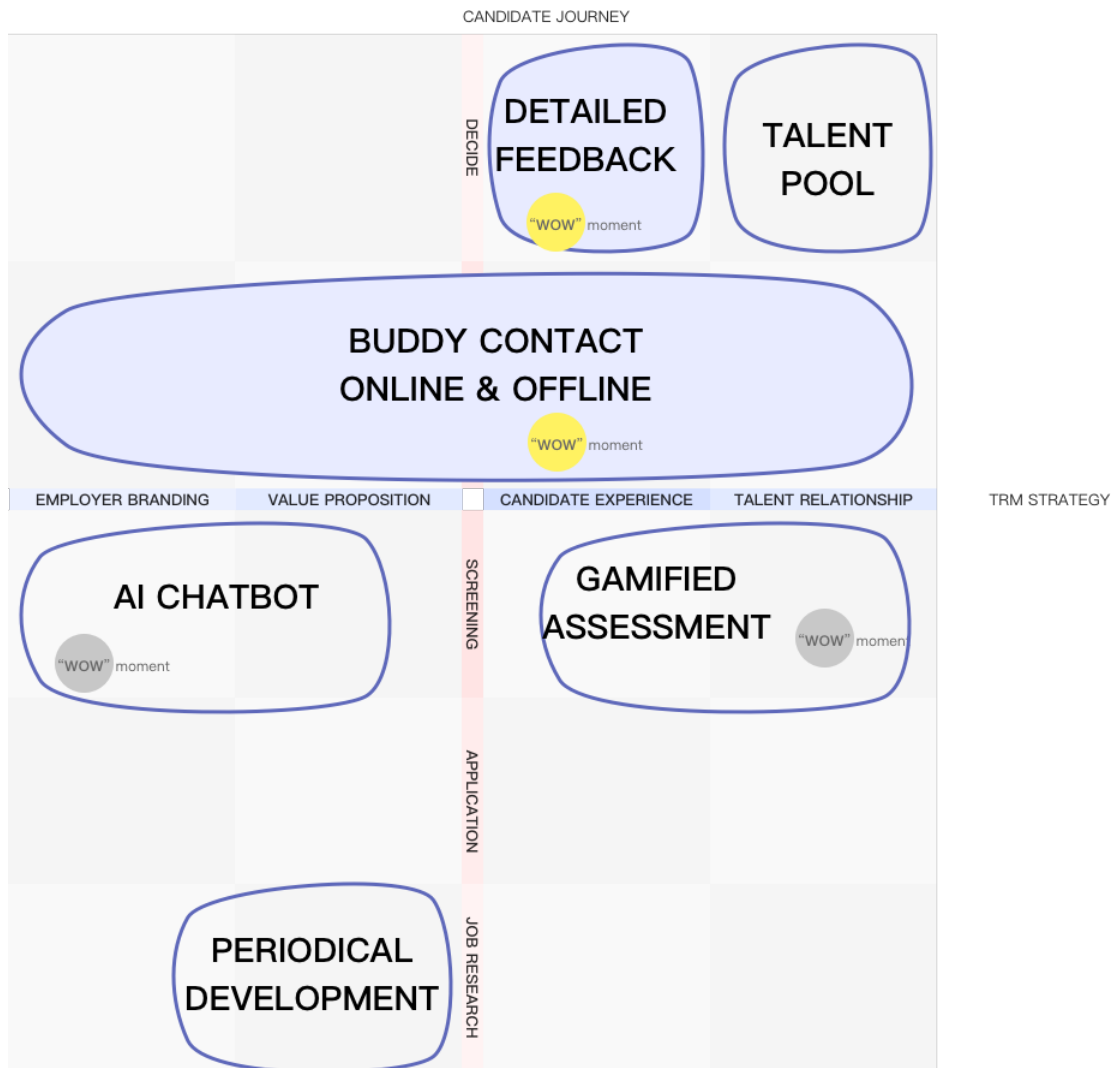


Figure 4-3: Buddy program strategy distribution. Developed by author.

Supporting internal collaboration to deliver strong employer brand at the beginning

Buddy election meetings and periodic recruitment service reviews promote collaboration between recruiters and employees and their departments, resulting in clear value proposition and a strong collaborative culture within the company and a dynamic employer brand.

Keep candidate engaging after application and support feedback to whom didn't pass screening

The ai chatbot supports candidates' questions and curiosities after application, filling the vacuum in between the application and assessment stages; for rejected CVs, the ai bot analyses the reasons and expresses gratitude appropriately for the applicant.

Embracing new approach to eliminate unconscious bias proves your employer branding during evaluation

The gamified personality assessment provides candidates with a multi-dimensional perspective and Buddy's inspiring interactions help candidates to present themselves more confidently. Buddy's attitude demonstrates the employer's approachable brand image.

Feedbacks after the evaluation conducts mutually beneficial relationship and trigger low-term talent retention.

Buddy builds a stable relationship with candidates on a cyclical basis and communicates interview results informally to candidates, creating a relaxed overall recruitment experience and helping candidates to improve themselves in a positive way.

4.5. Development: Co-design workshop

Co-design workshops are a space for “creative collaboration”. It is rooted in participatory design and user-centered design, aiming to involve stakeholders in the early phases of the design process — often referred to as “fuzzy front end”. It is a tool for discovery and exploring opportunities rather than producing final solutions, and aims to start discussion among stakeholders, guide design decisions.

With the co-design session carried out with employees, A rough idea “buddy” was initiated to trigger discussion. Hiring process was visualized on a simulated journey map which allows to switch orders and fill in ideas. After deepening the concept with participants' help, a role play about the concept scenario is hold and feedback is collected from our participants.

After the concept was developed, the feasibility and limitations of the concept were still unknown. So, a new round of co-design was held to design the solution in collaboration with the HR department. They recognized the value of the buddy solution to the company and helped to analyze and control the associated risk factors.

The aim of co-design with candidates/employees

we took into account the possibility of collecting their opinions not only as final users of the service but also as potential providers as buddies.

- What type of information candidates want to have in the different phases of the recruitment process?
- Which questions/issues can be answered by chatbot/Which ones need to be answered with a face-to-face interaction by an employee?
- How is set the room for the meeting between candidates and buddies
- What is the best way to incentivize employees to be part of the Buddy Program/ Which kind of reward is needed?
- Are the breaks - being apart from job activities enough to make them a will to help candidates through the process?
- Is it worth it for employees to become buddies?
- When is the best time to enjoy/schedule the candidate-Buddy break?

The aim of co-design with HR

With the co-design session carried out with HRs we wanted to understand:

- What type of information can buddies give to candidates? Which questions/issues can be answered by chatbot/Which ones need to be answered only by an HR?
- Which are the risks for the company?
- Have buddies to be trained? How much?
- What type of reward does a company could give to a buddy?
- How much time employees have to do the buddy program?
- When is the best time to make the buddy meet the candidate?

- Is it worth it for employees to become buddies?

Participants for co-design as below.

	position	company
Alessandro Confetti	Global Lead Technologist	Thought Works
Matteo Sola	People and Culture Manager	Talent Garden
Sergio Caredda	Sr. Director Human Resources, Global Digital Transformation Leader	VF Corporation

	position	company
Jesus Lopez	Management Engineering Master degree student,	n/a
Javier Hernandez	Management Engineer, in Bosch in process automation and digitalization	Bosch
Paola Huertas	Computing Science Engineer, consultant for Ferrero Russia for Trade Promotion Management	Ferrero Russia
Alexandre Pettoello	Designer, Marketing team in a Food delivery Industry Startup	Food delivery Industry Startup
Felipe Castro	Interaction Designer student, 4 years of working experience in web design for the public sector	public sector

From the co-design sessions we learned that:

Buddy should be introduced as a support that will stand by the side of the candidate to answer doubts, give a transparent view of the company and its culture, not as an additional evaluator.

To lighten the process, the buddy meeting should just be before the interview on the same day.

The change must come from managers' decisions because it not only influences the HR department. It's a matter of the mindset of a company. This program is only for flat organizations or for hierarchic ones that want to start to flatten their internal structure.

Meeting between the HR manager and buddies to better develop the service is crucial.

Anonymous feedback in two visions:

candidate---HR managers (about buddy).

Buddy---HR managers (about candidates).

The buddy must be recognized by the whole company as an important asset

4.6. The service offering:

4.6.1. The service objective:

4.6.1.1. Employee

Employees as buddies will be able to contribute to the wellness and growth of the company, eliminate bias of the recruitment process and hiring; they will also be able to expand their network of contacts and have a chance to meet new people;

They will also feel a stronger sense of belonging in the company, working towards making it better together.

4.6.1.2. Candidates

Candidates will get to know the company from within while still not hired, ask questions and suggestions, have a taste of the work environment and increase their motivation; candidates would like to have a positive experience and earn meaningful feedback that will make them become attached to the brand, even if they do not pass the selection process.

4.6.1.3. Employer

employer will increase their employer branding and build up talent pool in a long-term. thanks to the level of the recruiting experience and eventually introduce a collaborative hiring culture in the company by using the service. Improving the culture of collaboration among employees.

Moreover, this process partly overlaps with the on-boarding phase, introducing the candidates from the first steps in the company climate.

4.6.2. Offering map

Thanks to buddy service candidate would understand workplace dynamics and company culture, with the help of ai chatbot candidates are guided in all the recruitment process and well- informed with information, tips and feedback.

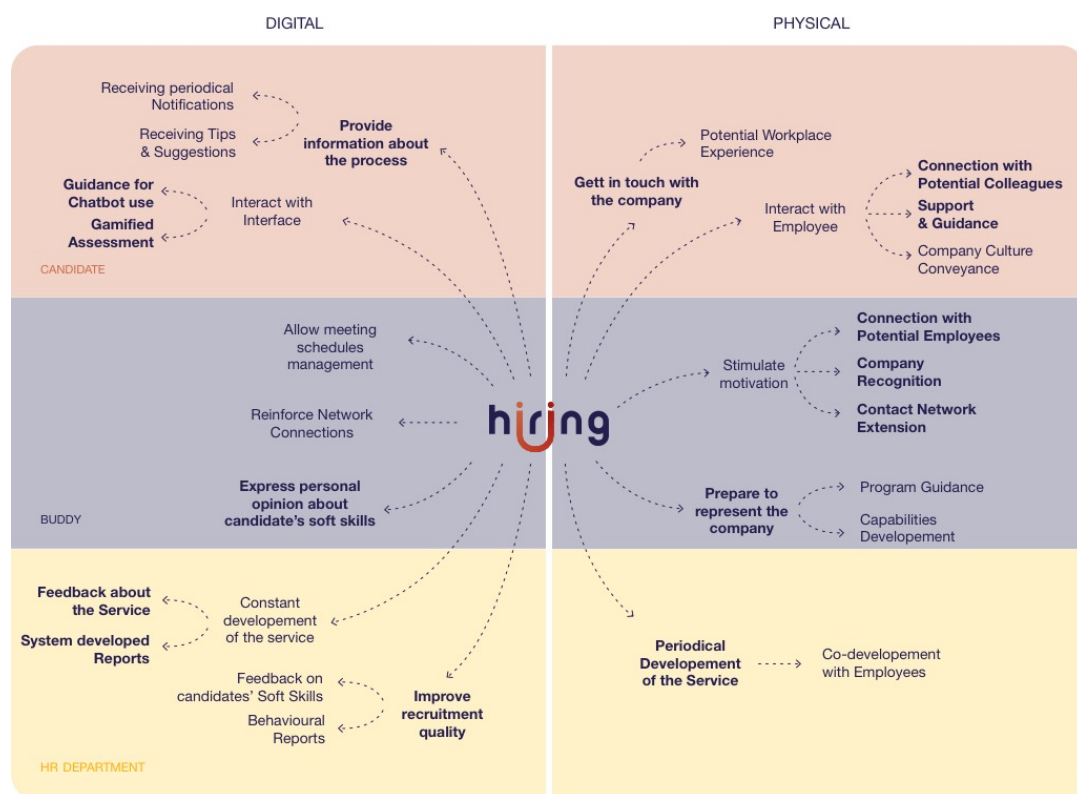


Figure 4-4: Buddy program offering map. From Buddy program.

4.6.2.1. OFFERING MAP candidate

What our service offers can be classified by digital and physical. For candidates we will provide information about the process timeline. We also offer him to get touch with the company and interact with a current employee of the same department of the job offer. He also can play some games to let HRs understand better their soft skills.

4.6.2.2. OFFERING MAP buddy

For the case of the Buddy, we will provide the opportunity to extend his network contact interacting with candidates in a digital and physical way, express their opinion about candidate's soft skills and be prepared to be the face of the company in the recruitment process.

4.6.2.3. OFFERING MAP HRs

With the capability to control the recruitment experience, candidate retention would be highly improved. It also means that the company can get a good reputation in the market, which is beneficial to the corporate branding. Hiring also allows company to build their talent pool, and the relationship with buddy can build up a seamless experience linking with on-boarding phase.

4.7. “Wow” experience: buddy from internal

A buddy system for recruiting is a service designed to guide candidates and giving them a positive experience through all the processes. The program involves assigning the candidate to a workplace buddy and giving him answers also through a chatbot. The buddy is an existing employee who guides candidates through the hiring process till the end of onboarding. It should include a formal documented process that outlines the buddies' responsibilities as well as what they will do.

4.7.1. Buddy persona

The main user of the Hiring service is the candidate, while the employee, as the candidate's buddy, is also the user of the service as a service stakeholder providing support to the candidate. Therefore, the employee is also the service user to create the persona.

Our persona as a Buddy is Federico. Federico is a UX Designer at Vodafone in Milan, who became a Buddy in his company for 'hiring' service. Federico has been chosen from the department manager to be a buddy because he follows all the characteristic to be a good ambassador of the company.

He is well regarded and accepted by current employees as he is a great communicator with excellent interpersonal skills.



Figure 4-5: Buddy persona. From Buddy program

4.7.2. Buddy Story board – holistic view

Storyboards communicate a concept by visualizing user interactions. It's from the art of the narrative to focus on a person's experience of using your service.

Storyboard development is one way to prototype the service concept. The overall process is shown in the larger image, with the stages being explained in detail next.



Figure 4-6: Buddy and candidate story board holistic view. Developed by author.



Figure 4-7: Storyboard 1. Developed by author.

1. Pietro is interested in a job offer in Vodafone in the design department. There is the career development he has been searching for. He applies to the job offer through the company's portal where he is asked to download the Hiring app to follow the process.



Figure 4-8: Storyboard 2. Developed by author.

2. He receives a notification where he is noticed his CV was selected and opens the app. On it he discovers there is a chatbot who is giving him tips to get prepared for the virtual evaluation and interview and also suggesting personality games that will help company make the best decision.
3. Pietro complete all the online evaluations and passes!



Figure 4-9: Storyboard 3. Developed by author.

4. He is selected in the privileged group of candidates who will have an individual interview in the company's installations and meet a Buddy from the company just before of it so he can ask about the company's culture and work environment.



Figure 4-10: Storyboard 4. Developed by author.

5. From the other side, Federico has been selected by the Design Department Manager to become a Buddy.
6. He excitedly accepts and goes to the training offered by the HR team to prepare to give the best impression to the candidates and future talents of the company.

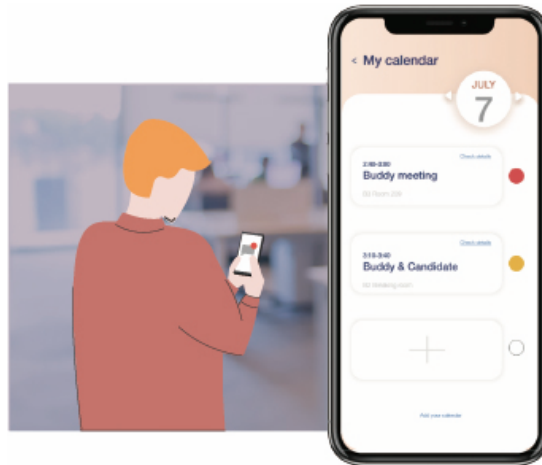


Figure 4-11: Storyboard 5. Developed by author.

7. After that, he is introduced to the 'hiring' app and is then notified of the new selection process for a job offer in Design that will take place following week and is align with his available time framing.



Figure 4-12: Storyboard 6. Developed by author.

8. The day of the encounter comes, and Pietro arrives on time for the appointment. Federico is notified that the candidate has arrived and identify himself as a Buddy with a pin.



Figure 4-13: Storyboard 7. Developed by author.

9. The encounter starts and Federico introduce himself and then ask Pietro to do the same.
10. They interact positively, playing together billiard in the break room of the company.
11. At the same time, Pietro solved all the inquiries he had about the company's work environment and the recruitment process.



Figure 4-14: Storyboard 9. Developed by author.

12. After the encounter, Federico records a voice note in the app about his great encounter with Pietro and the good feeling he has for now about him, and then send it to the HR recruiter.



Figure 4-15: Storyboard 10. Developed by author.

13. While Pietro, after being more convinced he wants to take this job, attends the Interview with HR team and behave excellent

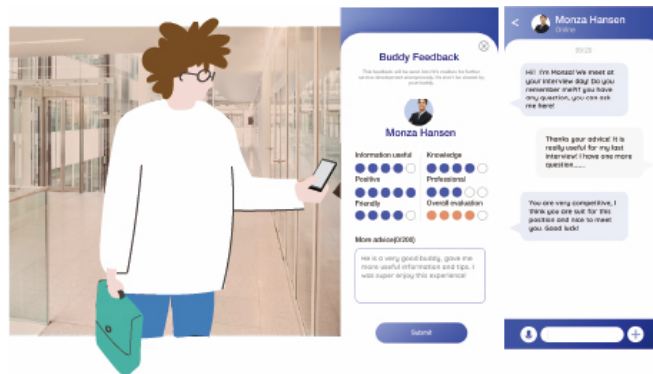


Figure 4-16: Storyboard 10. Developed by author.

14. Pietro passes to next phase! He gives feedback about the meeting and matches with Federico in the app, opening a chat between them. The buddy tells him about his performance and impression to the interviewers.



Figure 4-17 Storyboard 11. Developed by author.

15. Thanks to the chat they arrange a meeting between them to discuss get more prepared for the next interview. These last actions repeat for each interview - assessment the company has



Figure 4-18: Storyboard 12. Developed by author.

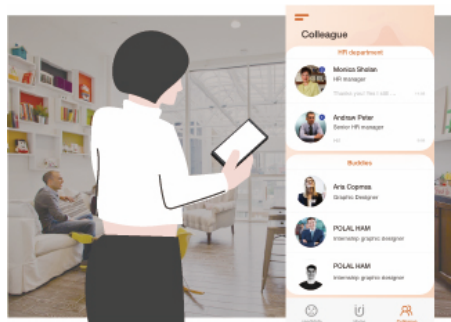


Figure 4-19: Storyboard 12. Developed by author.

16. Until Pietro is finally selected for the position! He becomes part of the company and continue with Federico as his Buddy in the onboarding process.

17. (If he doesn't pass the interviews) Pietro becomes a member of the talent pool

18. periodical service development session is hold between HRs and buddies during the recruiting process. Giving both sides insights to bring best hiring result and improve the service quality.

4.7.3. Buddy in a closer look

The buddy is a person from the same department as the position the candidate is applying for, so to share a common language and understanding of the topic.

The buddy should be someone that make the candidate feel comfortable, that creates expectation in him about the company.

A buddy would make him- or herself available to show the candidate around the break area and generally help him to become familiar with the company's inner workings and culture. Ideally, a buddy is a great communicator who can easily provide information and encourage the candidates to express their thoughts and concerns in a safe setting. He or she should be the type of employee the organization wants to duplicate.

A buddy is not a friend for the candidate! But not even an HR figure, so it hasn't to become too formal. Is like a guide through the recruitment process.

4.7.4. Buddy and stakeholders in the system map

A system map was useful for us to understand and visualize the interactions between the main stakeholders of the service. It is displayed in it the flow of information, physical interactions, digital interactions and the exchange of knowledge and skills.

SYSTEM & STACKHOLDER MAP

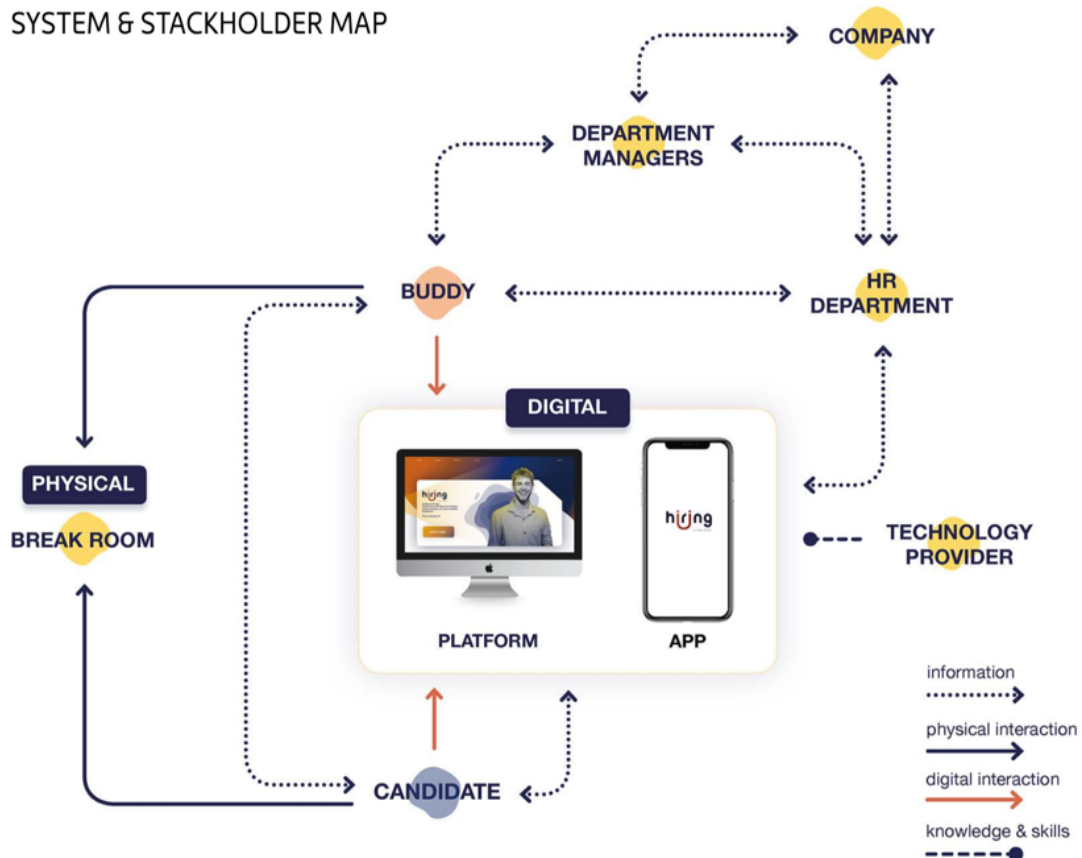


Figure 4-20: Buddy program system map. From Buddy program.

4.7.5. Buddy Responsibilities

The buddy must be a guide for the candidate. He/she is the face of the company, so is someone chosen by the company, someone who they trust in. Following this consideration buddies need to be chosen by the manager of the department according to some characteristics that would be told after (characteristic of a good buddy).

The buddy is part of the selection process but is a less formal touchpoint introducing the company, putting it in a good light.

The buddy can assess soft skills (could have a feeling of his attitude), like attitude, company culture fit, team-working spirit... The buddy cannot obviously assess hard skills. Transfer those feedback through a vocal message or a survey, not to be lose.

The buddy needs to be trained and assessed by the HR department.

During the training the buddy has to learn:

- What he can say and what he couldn't say to the candidate
- How to engage him and how to transfer the company culture
- Have a template of topics that the buddy should cover with the employee during the meeting
- Give objective feedback about the candidate

The training will be done for the first cycle at the beginning of the program. Then it would be done periodically according to the necessity of adding more buddies or change them.

4.7.6.Characteristics of a Good Buddy

He/she has to be chosen by the department manager, depending on if he/she is:

- Empathic, energetic, social, leader, well-spoken.
- Low Middle positions; Is a peer of the new employee.

- has a well-rounded knowledge of your company and its mission and value.
- Has a willingness and ability to mentor others.
- Has the time to be accessible to the candidate.
- Has excellent communications and interpersonal skills.
- Is well regarded and accepted by current employees.

A buddy should epitomize your company's values and be familiar enough with the formal and informal organizational structures to be a reliable source of information.

An appropriate buddy will possess a positive outlook on the company and be able to use their perspective to encourage a sense of pride and loyalty in candidates.

Make sure the buddy employee has time to perform this work and is not on the critical path for urgent deliverables. Consider reducing assignments that could keep the buddy away from the new hire.

4.7.7. Define the buddy selection process

The buddy should be someone that the company trusts in. For this reason, buddies need to be selected in an informal and engaging and enhancing way to let the employee feels fulfilled.

The top manager of the department could suggest the choice of a certain employee of the department (like employee referral). The hiring manager should take buddy selection almost as seriously as the hiring decision itself. The buddy becomes an ambassador for you, communicates your company culture, and relates non-job specific —but important—information.

Those referred employees need to follow the training. Buddies should have the skills and knowledge to perform the following types of tasks:

- Explaining how to use office equipment, obtain office supplies, make travel arrangements, and the like.
- Socializing the new employee on the company's guidelines, norms, culture, and unwritten guidelines.
- Sharing insights on how things are done in the organization.
- Involving the new employee in social or informal activities, such as coffee.

During the training the HR department should provide a template of topics that the buddy should cover with the employee.

BEFORE THE MEETING

- Prepare the environment clean
- Learn the name and role of the candidate through the app
- Explain the role of the buddy

DURING THE MEETING

- Meet and greet: the buddy has to introduce himself and his role in the company
- Show the environment (break area)
- Leave to the candidate the space to introduce himself and to ask for questions

4.7.8. How to motivate a buddy

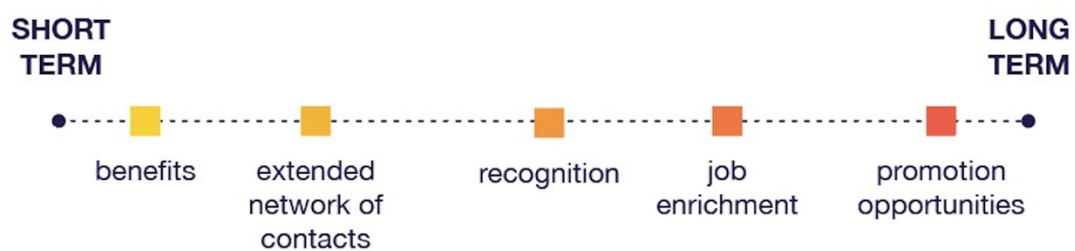


Figure 4-21: Buddy motivation. Developed by author.

Goals should be set in order to motivate a buddy. Goals should be realistic and challenging. This gives an individual a feeling of pride and triumph when he attains them and sets him up for attainment of the next goal. The more challenging the goal, the greater is the reward generally and the more is the passion for achieving it.

4.7.8.1. Non-monetary incentives:

Job enrichment

Job enrichment is another non-monetary incentive in which the job of a worker can be enriched. This can be done by increasing his responsibilities, giving him an important designation, increasing the content and nature of the work. This way an efficient worker can get challenging jobs in which they can prove their worth. This also helps in the greatest motivation for efficient employees.

Promotion opportunities

Promotion is an effective tool to increase the spirit to work in concern. If the employees are provided opportunities for advancement and growth, they feel satisfied and contented and they become more committed to the organization. buddies are also rewarded formally through performance appraisals and/or gestures of appreciation and respect.

4.8. Interaction map

To better understand all the actions needed to make this service come to live, an interactions map summarized the blueprints of the candidate and the Buddy and focusing on the actors.

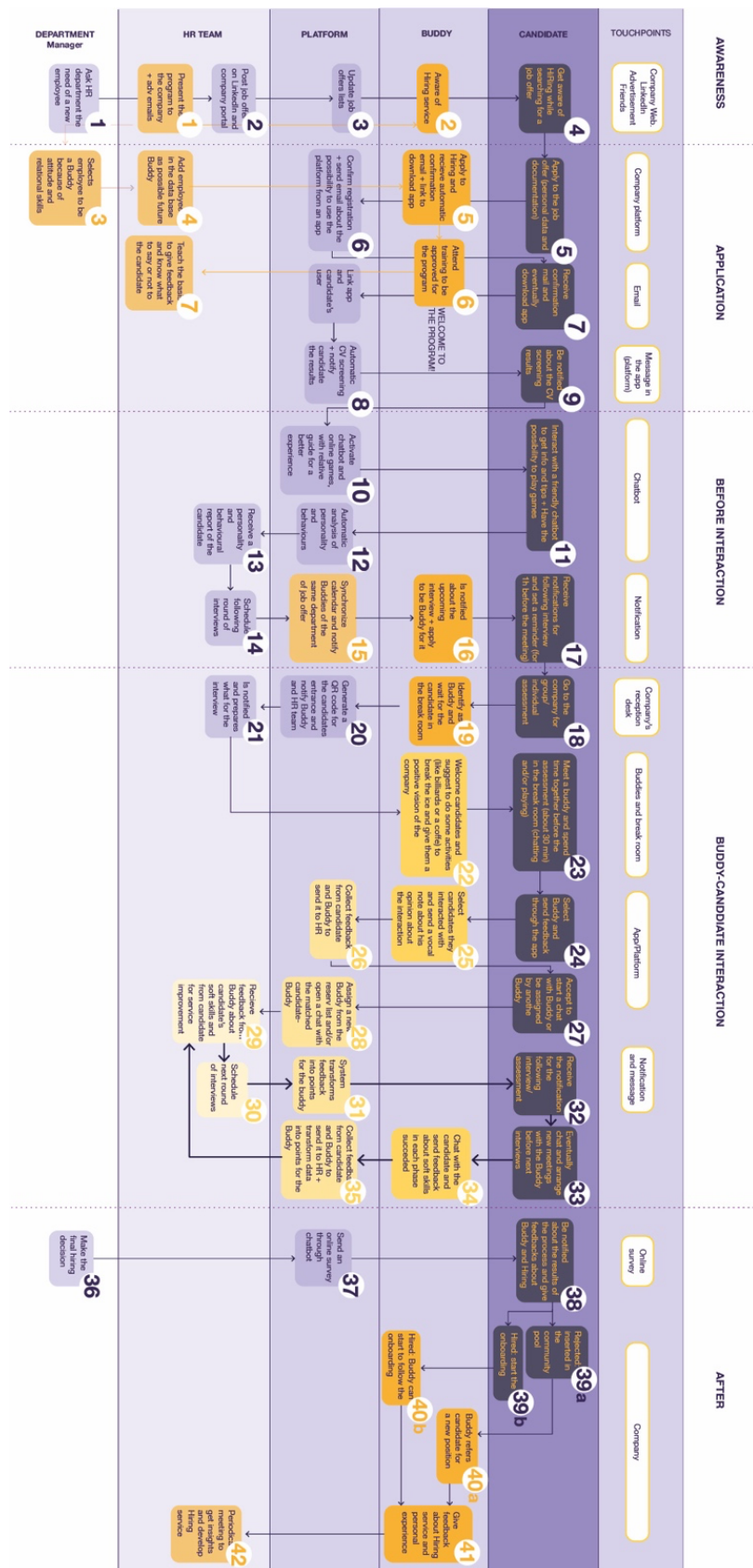


Figure 4-22: Buddy program interaction map. From Buddy program

4.8.1. Interaction in Application & Screening

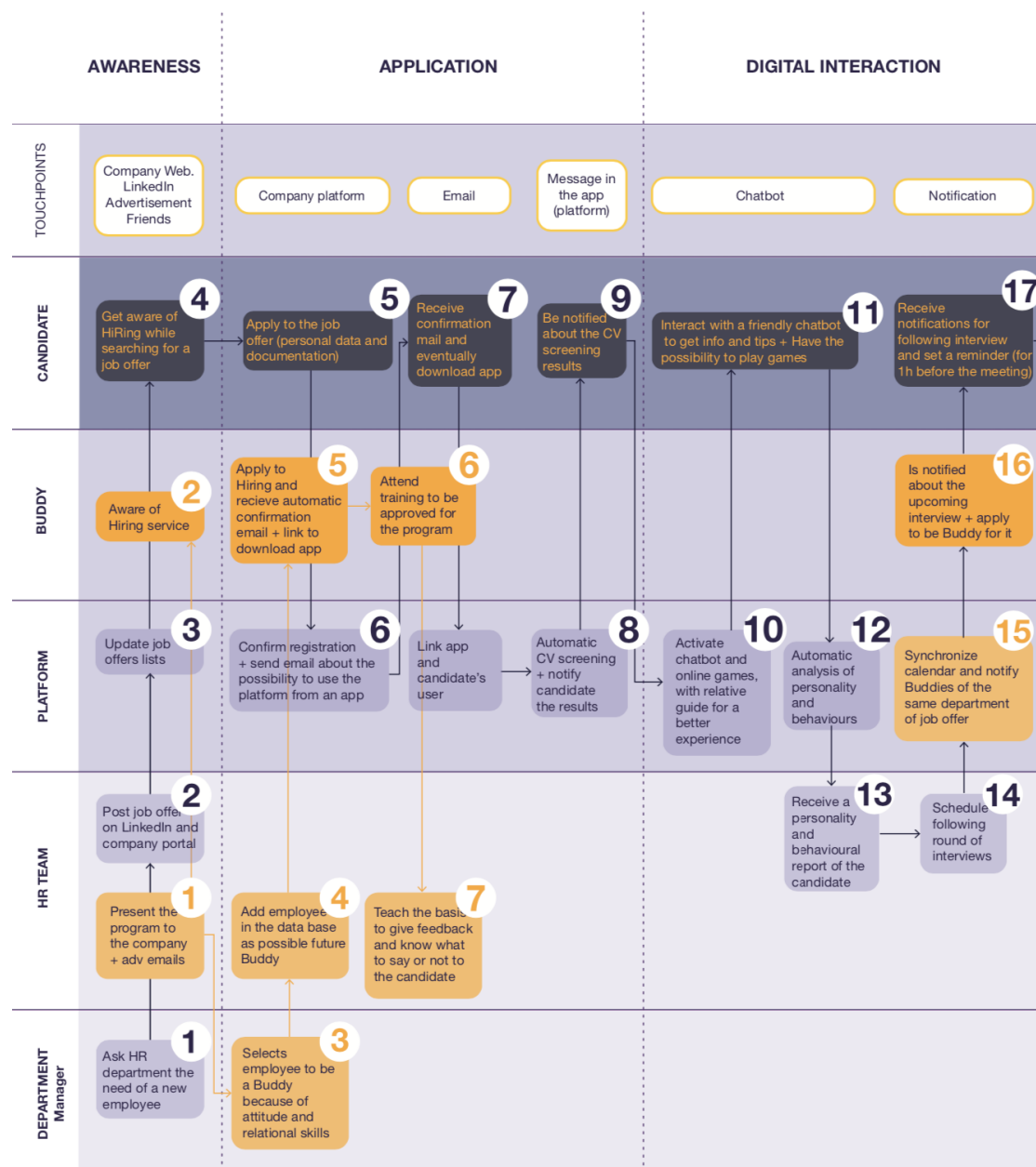


Figure 4-23: Buddy program interaction map detail 1. From Buddy program

1 In the case of the Buddy, the process starts when the HR team presents the new Hiring service and Buddy program to the whole company, 2 supported with advertisements through mails and posters, making all employees aware of it.

3 Then, the department manager selects the employees of the area to become a Buddy asking HR team to consider them when they apply. After the application, new Buddies will attend to the special trainings organized by the HR Team.

On the other hand, in the case of the candidate, the process starts when a manager informs the team that he needs a new employee for his department, then the job is posted, and the platform is updated with it. 3 After the candidate applies, he is notified about the new service. After the automatic CV filtering and notification, the platform activates the first stage of the service where the candidate can interact with an AI chatbot and play personality games. Then, the system will analyze personality and behaviors and share results with the recruitment team. After this, the HR team will schedule when to make the interview to the candidates who passed the online assessments, where the platform synchronizes the HR priorities and the available time for Buddies of the same department of the job offer. The Buddy is notified about the incoming interview and accept it, followed by a notification to the candidate about the incoming interview and encounter with an employee of the company.

4.8.2. Interaction in Evaluation

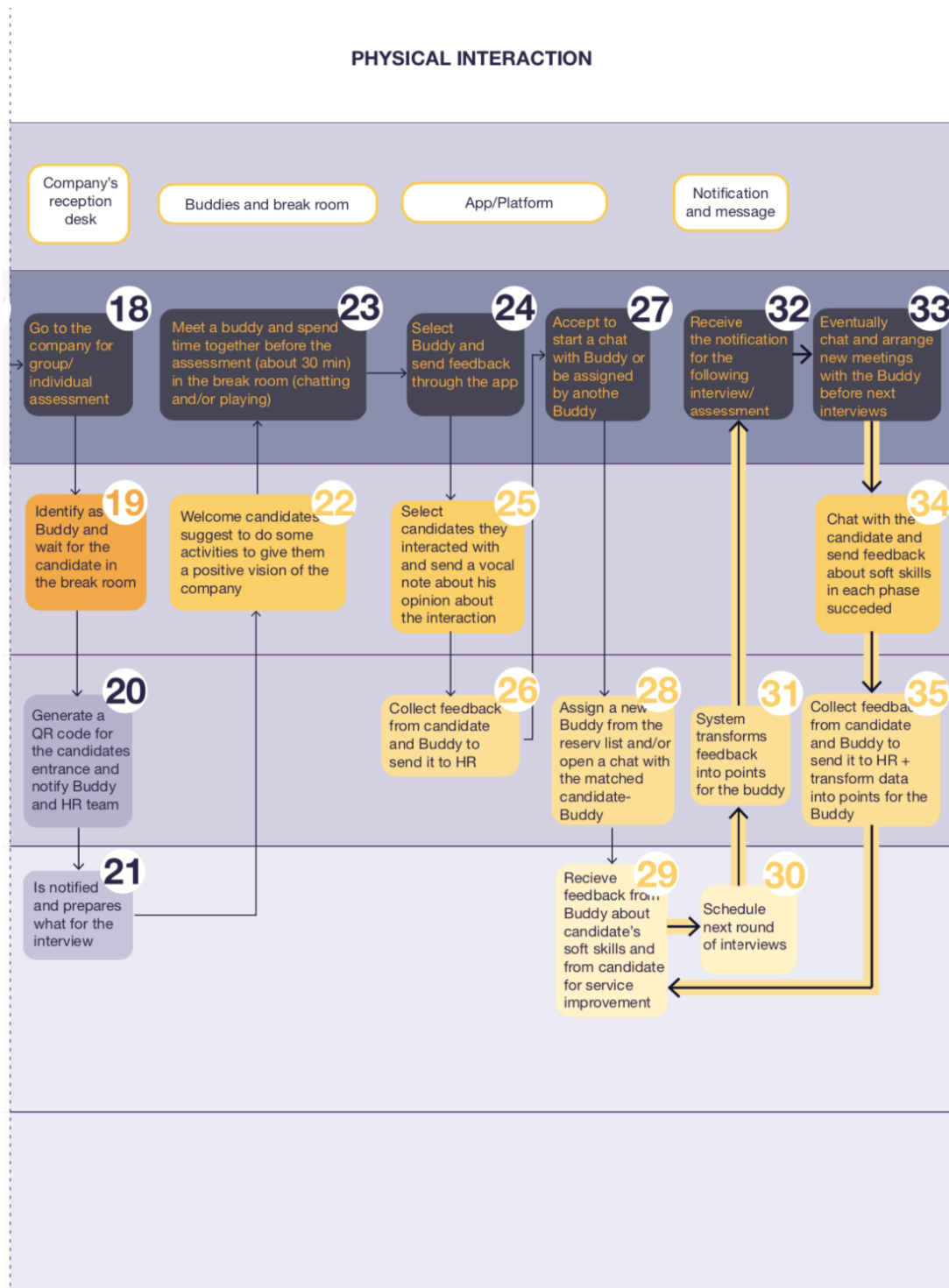


Figure 4-24: Buddy program interaction map detail 2. From Buddy Program.

In the interaction phase, when the candidate arrives to the company and the Buddy settle with the identification pin, the platform generates a QR code to let the candidate get in and notify HR team about his arrival. After the interview, the candidate will be asked to select the Buddy in the app and to leave feedback about him, as well, the Buddy will be asked to select the candidates he interacted with and to record his feedback. The platform automatically sends the feedback to HR. If the candidate and the Buddy is ok with the match, the app activates the second stage of the service unlocking the chat with the Buddy.

The recruitment team will evaluate the results of the interviews along with the Buddy's feedback and decide if the candidate pass to next evaluation phase. Then, they schedule the next round of interviews while the system transforms feedback into points for the Buddy. After it, candidate and Buddy will be able to chat, arrange new encounters and generate additional feedback to be used in the next selection phase. Depending in the number of selection & filtering phases this loop can repeat different times.

4.8.3. Interaction in Decision

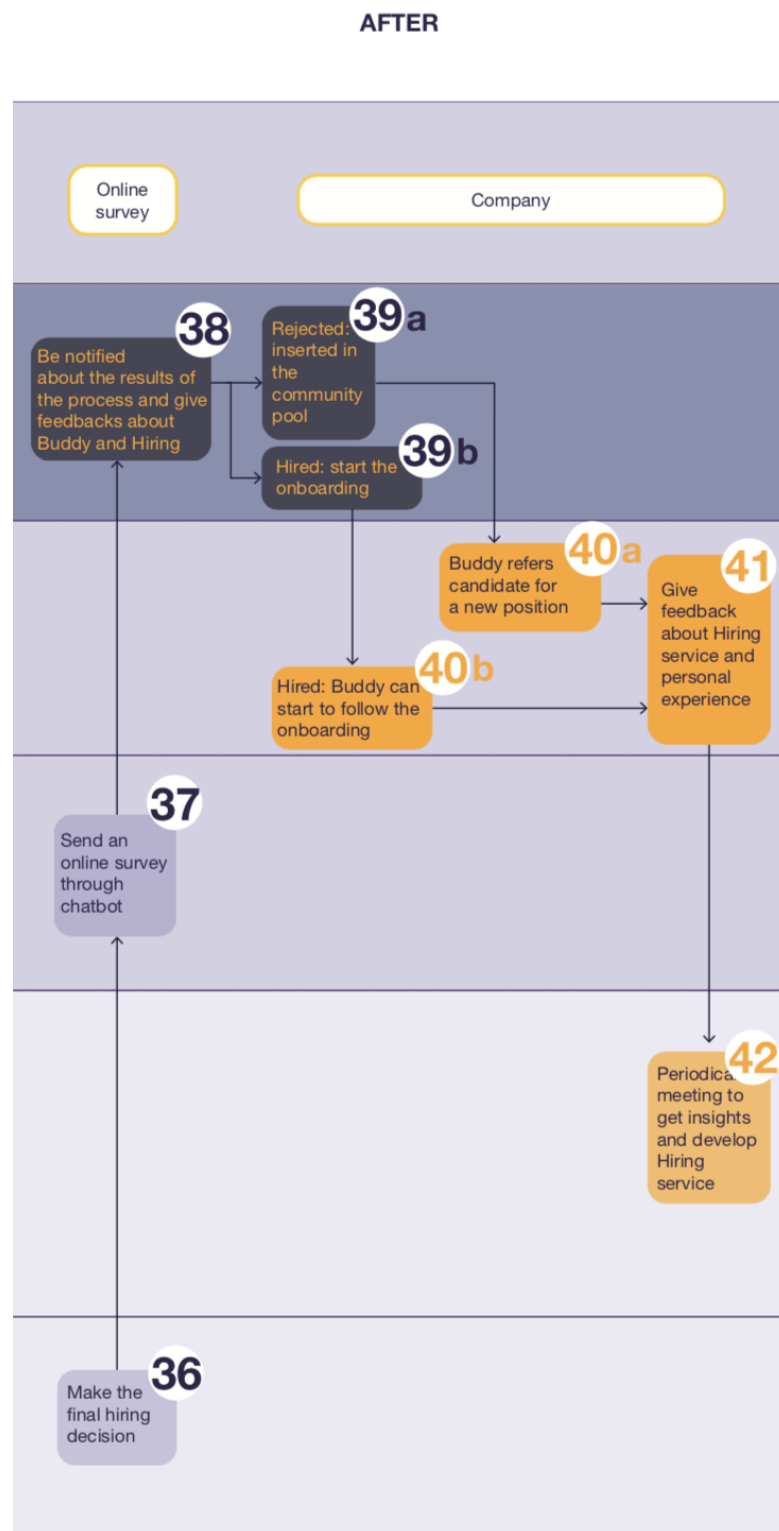


Figure 4-25: Buddy program interaction map detail 3. From Buddy program.

After the manager decides who takes the position, the candidate will be asked to fill a short survey for final feedback about Hiring and his Buddy and then be notified of the results of the recruitment. If he is rejected, he will be inserted in the community pool of the company, and if he is hired, will start the onboarding process in company of the same Buddy. At the end, the Buddy will be able to also give feedback about Hiring service and his personal experiences thanks to the periodical meetings HR team will arrange looking forward to constantly improve the recruitment process.

4.9. Business canvas map

With the help of the Business Model Canvas, we synthesize our service offering as a business opportunity. Starting with our targeted customer that are medium large corporations with more than 100 employees, who have collaborative culture and a flexible work time. Then, we plan to offer it through HR congresses, recruitment fairs, own website and third parties. In addition, key partners will be needed to bring to life our service. Technology and software providers will be needed for developing the Platform. “Mya”, a conversational AI assistant that offers all the features of our AI chatbot proposal.

BUSINESS MODEL CANVAS



Figure 4-26: Buddy program business canvas map. Developed by author.

4.10. Touchpoint design

TOUCHPOINT MAP

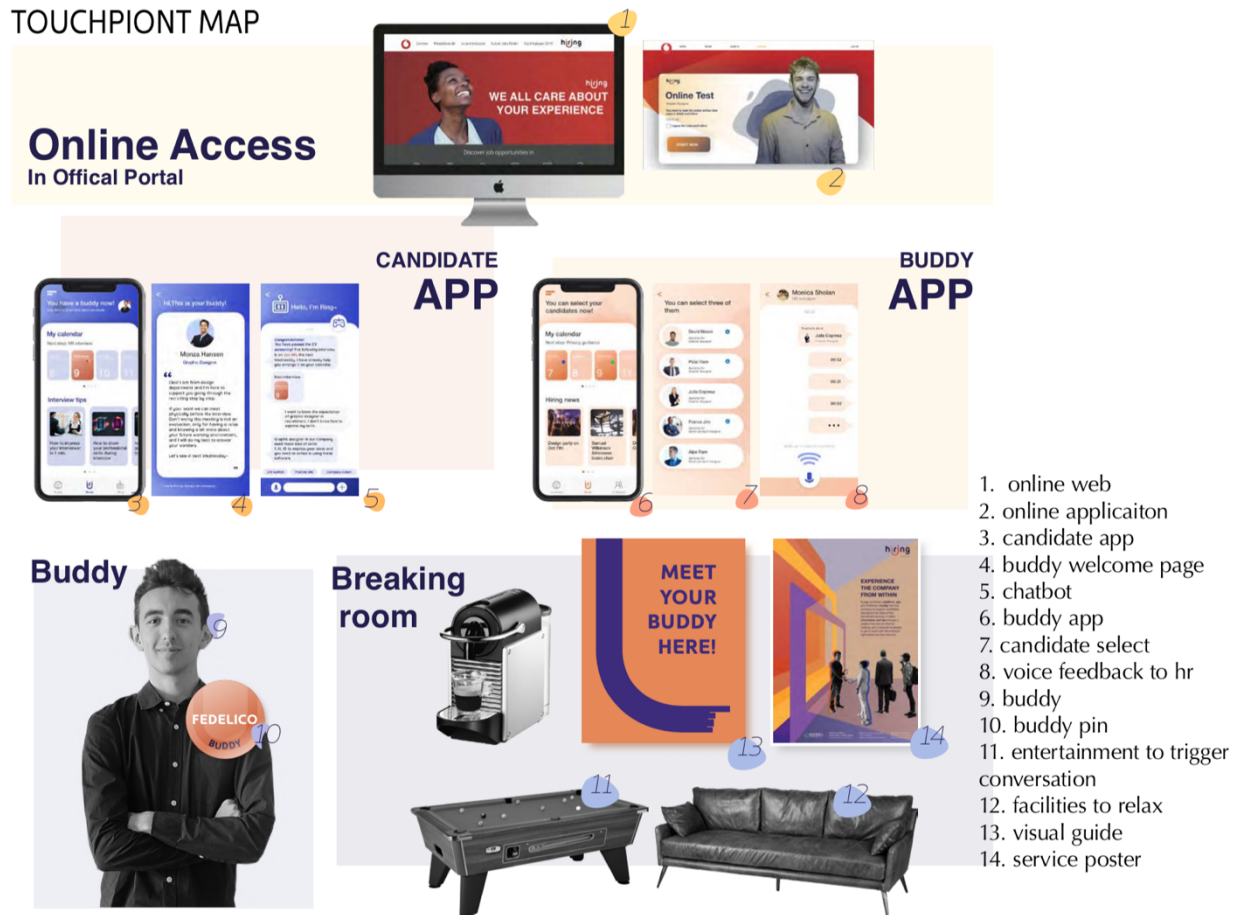


Figure 4-27: Buddy program touchpoint map. Developed by author.

Candidate APP

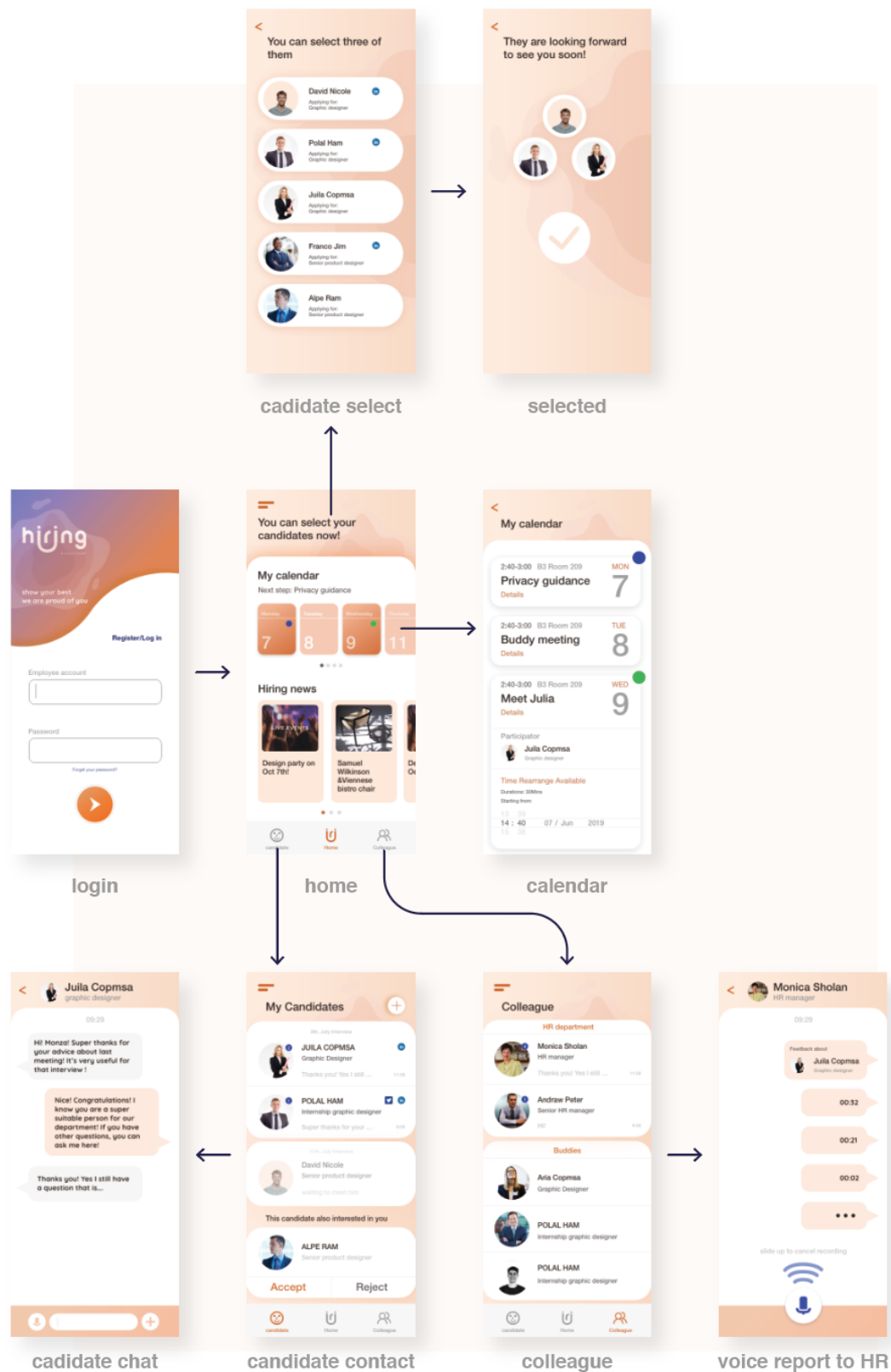


Figure 4-28: Buddy program candidate APP. Developed by author.

Buddy APP



Figure 4-29: Buddy program Buddy APP. Developed by author.

Chapter 5. Conclusion and further development

5.1. Conclusion

The aim of this paper is to investigate design strategies in which service design may intervene within the theory of TRM, with a focus on improving the candidate experience in the recruitment process. The thematic part of this study is divided into three sections, the first part is a literature study on TRM theory, service design and user experience. The second part analyses how service design can improve candidate experience in TRM, and the third part proposes a “Buddy” project was proposed based on TRM service design strategy.

Firstly, this paper summarizes the influencing factors of candidate experience, as well as the relevant theories and application trends of TRM. Based on this, the experience of each touchpoint in the recruitment journey is analyzed, and the service design goal coordinates of the candidate journey are analyzed in relation to

the recruitment goals of TRM.4 strategies was put forward to reach a “wow” experience: A. Supporting internal collaboration to deliver strong employer brand; B. Keep candidate engaging after application and support feedback to whom didn't pass screening; C. Embracing new approach to eliminate unconscious bias proves your employer branding during evaluation. D. Feedbacks after the evaluation conducts mutually beneficial relationship and trigger low-term talent retention. Based on the above design strategies, 6 recruitment service cases in the market are analyzed to provide inspiration and indicate Design opportunities. To enhance the experience of entry-level candidates, a service design proposal was made with internal staff as candidates' Buddy, which aimed to provide clearer information transparency and develop an approachable employer image. The Buddy project was validated and refined through two rounds of co-design workshops, and the value of Buddy to candidates, employees and HR was explained through an offer map. Buddy's accusations, requests and motivations were further analyzed to ensure accurate employer branding was communicated.

5.2. Limitation and further development

The TRM design strategy proposed in this paper is an empirical analysis based on literature theory, which lacks practical test of its effectiveness and usefulness. Meanwhile, other design perspectives can also be involved in the TRM management idea to achieve experience enhancement. For example, interaction

design can be involved in the video evaluation process to form an excellent online recruitment experience.

5.2.1. Buddy program for online recruitment

Buddy is based on offline contact. while online assessments are more widely used in the wake of the pandemic. The adaptability of the Buddy program for online recruitment can be further developed, such as the translation of touchpoints into an online service journey.

5.2.2. Buddy project for departments with high work intensity

Departments with intensive workload may not have the time and energy to deploy a buddy program, and the job enrichment and promotional opportunities of a buddy cannot compete with the major work pressures of employees. For the more stressful service application environment, simpler ways of building relationships with candidates may have a higher return on investment, such as only supporting online chat or making private emails available to candidates.

5.2.3. Follow-up long-term relationship

It is also important to note that the theoretical value of TRM is to maintain a long-term talent relationship, and an excellent candidate experience must require a corresponding approach to transform it into an active willingness to connect with candidates over the long term, and subsequent operational management capabilities for candidates need to be deployed as well. After the candidate enters the talent pool of the company, the Buddy program also needs further consideration for the follow-up long-term relationship management.

New company developments can reach unselected candidates through channels such as social media, and the multi-channel approach to collecting feedback in case 6 allows recruiters to collect their feedback and respond to them proactively, thus cementing long-term relationships.

5.2.4. Utilizing retention in a new cycle

The Buddy program lacks the ability to apply the relationships already established with candidates. Case 7's approach to matching candidates with jobs can also provide new opportunities for the buddy program, given that buddies are very interested in candidates' Given the depth of knowledge of the candidate, the buddies can share their knowledge of the candidate with each other. When a company has a new recruitment need, the buddy can act as a matchmaker to recommend a new position to the most suitable person. Meanwhile, the tagging of

candidates for archiving in case 5 can be used to help share knowledge between buddies.

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