

GBS WORLDWIDE ELECTS TO EXPAND USE OF PANDOLOGIC FOLLOWING EARLY SUCCESS

DOCUMENT # 3SIAD2262

What You Need to Know

It's a fact well-established that today's job market looks very different from that of the pre-COVID-19 era. Naturally, talent acquisition practices have had to evolve just as dramatically. The teams responsible for finding and hiring qualified applicants to fill open roles have seen the challenges of their own jobs changing at a rapid pace, forcing innovation from the host of vendors vying for the opportunity to support them in their work. A large concentration of this has emerged in the realm of [artificial intelligence](#).

3Sixty Insights has written previously about the ways in which sudden and widespread adoption of remote work practices has altered the workforce, breaking down geographical barriers and opening up the possibilities for both employers and employees ([3Sixty Insights BWSRN2211 – Choose Your Own Adventure: Returning to the Workplace, Protecting the Employee Experience, October 2021](#)). Amid the trend-watching buzz, it can be easy to forget that such shifts are far from universal. Many jobs are simply impossible to complete from home. Industries such as transportation, agriculture, and manufacturing have little room for the practice that was once quaintly known as “telecommuting.” In fact, a 2020 MicKinsey report found that “more than half the workforce has little or no opportunity for remote work.” For the employers in these segments, the age-old difficulties of recruiting qualified candidates in their own back yards have only been compounded by the newly location-agnostic demand drawing on the global talent supply.

About the Participant

GBS Worldwide is a digital advertising firm that helps its clients to address, understand, and communicate employer brand, both internally and externally. GBS has two primary service models for work with its clients: the GBS team will either build a system for a client and hand off ownership to that organization, or the firm will build the system and then manage it on behalf of the client.

3Sixty Insights spoke with Dwane Lay, CXO at GBS. Lay's background is in human resources technology; he describes himself as “a process guy at heart.” At GBS, Lay is responsible for customer experience. In addition to the client-facing elements of his work, Lay also relies on behind-the-scenes data to monitor customer success. Before joining GBS, he served as the vice president of customer success at a programmatic job advertising platform.

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AT A GLANCE

Solution

PandoLogic

Research Participant

GBS Worldwide

Synopsis

For one of its clients, GBS Worldwide partnered with PandoLogic to deploy the vendor's AI-enabled job advertising solution, pandolQ, for a three-month campaign. The results were markedly superior to those of other programmatic recruitment solutions the digital advertising firm had tried previously. GBS cited excellent customer service, as well, and the success of this first campaign has prompted GBS to expand the partnership with PandoLogic and deploy pandolQ with additional clients.

ANATOMY OF A DECISION

Carrying Out a Three-Month Recruitment Campaign on pandolQ

For its client Kerry, a global, publicly traded food manufacturing company, GBS carried out a three-month campaign using pandolQ, an AI-enabled job advertising solution offered by PandoLogic. Kerry operates manufacturing facilities in more than 150 locations around the globe. Each Kerry location has its own specialty, and most are situated in less populated suburban areas. All these traits of Kerry made the employer a good candidate for the campaign.

Key Challenges that Drove Investment

A core offering at GBS is talent recruitment. As an agent of its clients, GBS is often in the position of managing allocated funds, so optimizing spending is a critical metric of performance. For this

reason, Lay says that when it comes to talent attraction, “we were less attracted to some of the traditional advertising, like TV and radio spots, where there’s not a legitimate call to action.” He notes that those types of media are lacking “an easy way for a candidate to see your message and then do something about it.” Programmatic advertising is a more efficient application of spending power. “That was really important to us from an applicant capturing standpoint.”

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Initially, well before turning to PandoLogic, GBS was already retaining the services of a programmatic job advertising platform. In terms of the volume of candidates, however, Lay’s team wasn’t seeing the returns needed on ad spending. Further, GBS found the extent of transparency behind the incoming leads insufficient vis-à-vis their needs. Additionally, what seems to have been technical or attribution issues, the material point on that front, according to Lay, is that they were getting applications for candidates residing far outside the hiring regions.

Seeking better data transparency, GBS then turned to another programmatic job advertising platform, a firm with a solid reputation for stronger data transparency, according to Lay. His team was assured that the attribution would be improved, data would be available to help them identify what was and was not working, and the geo-tagging would be more effective. Following making the switch, however, the results were not there for GBS. Lay figured “it wasn’t an issue with the data being scraped. The system itself wasn’t performing as we had expected and as had been sold to Crystal Miller Lay,” GBS’s CEO. The firm in question suggested some potential solutions. Ultimately, however, the GBS team just did not see the

About PandoLogic

PandoLogic is a wholly-owned subsidiary of Veritone, Inc., vendor of artificial intelligence for the enterprise. Since its founding, in 2007, PandoLogic has supported more than 125,000 employers through the process of talent acquisition. PandoLogic’s flagship product, pandolQ, is an advanced AI-enabled talent acquisition platform that helps employers reach the right candidates on the right sites for the right price. Making more than 7,000 micro-decisions per minute, pandolQ automates and optimizes the complexities of job placements at scale and with great precision.

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difference needed to remain with that provider. The volume was still lower than staff would have liked, and GBS was working with a triple-digit cost per ad (CPA) — higher than that incurred with other firm. Lay says the CPA was simply not sustainable.

Considerations in Evaluating Solutions

Lay mentions that many of GBS's customers don't have a clear understanding of programmatic job advertising. "They say, 'We can give our money to Indeed, and that's basically the same thing, right?' And we have to explain that no, it's not the same thing at all." For GBS, this often means the team must provide some education for their clients. "We have to make sure they understand what programmatic is, what it can achieve, and what we're going to build for them." Effectively, Lay says, he is pitching a solution to his clients, "which you can only really do if you have confidence in your partner," the solution provider. "At the end of the day," he says, "Crystal and I were looking at this, and we said, 'We cannot in good conscience ask our customers to pay for this level of performance. We'll lose them.'"

They had turned to the services of the first firm, "because they were pretty well known, and there was some history there. And it just didn't perform to our expectations." As for the firm they tried next, it was "because you hear so much about their data transparency and performance." in Lay's experience, however, "it did not matter how much effort was spent; it was not performing at a level that we felt comfortable telling our customers 'yeah, this is good.' Because we knew it wasn't."

It was then that the GBS team considered PandoLogic, which Lay says felt like the next logical option on the list. "The 'Pando' team has a great reputation in the market. I knew them by this market reputation, and that's one of the reasons they were our next stop."

"The 'Pando' team has a great reputation in the market," says Dwane Lay, CXO at GBS, in explaining the initial thinking behind his eventual decision to turn to PandoLogic, whose solution ended up outperforming all those his team had tried previously.

Reaching a Decision

The GBS team finds that the stakeholders involved in the decision-making process tend to vary with the client's internal structure. "Our job is to make sure that we're spending money for our clients appropriately and we're good stewards of their funds," says Lay. "So we have to feel good about our partners before we would take anybody there in the first place. When we are ready to introduce a new client to them, it's going to be whoever our contact is." He says this is typically a head of talent acquisition or of employer brand, and that at some organizations, the head of marketing is also involved.

Artificial Intelligence for Modern Recruiting

Two years of a worldwide pandemic have left lingering, long-lasting impacts on talent acquisition. Indelible, some of these are arguably permanent. Even if an economic downturn were to strike hard, new trends such as the ongoing, still-gathering Great Resignation are apt to continue. And this isn't just for work-from-home, work-from-anywhere professionals. The immediacy of a now fully mature online environment gives job seekers unprecedented control and choice as they search for jobs. It's very difficult to imagine modern recruiting without artificial intelligence, no longer a novelty, and 3Sixty Insights considers AI to be an indispensable component of the new talent acquisition suite ([3Sixty Insights 3SIAG2214 - The 3sixty insights Human Capital Management Themes for 2022, January 2022](#)).

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GBS kicked off its initial engagement with PandoLogic with a three-month campaign for one client, Kerry. Lay says that seemed like sufficient time to determine whether or not the service would work for his organization, and that if it did not prove successful, “then maybe programmatic is not the right answer here.” He adds that this would have been an unexpected outcome, but that GBS was committed to following the data.

Implementation went smoothly, and Lay says that the PandoLogic team was “very engaged with us upfront to make sure we were comfortable with where we were starting from, where everything would be, and how to go about it.”

control, but he says that if they are losing potential applicants’ interest during the process, that’s a critical piece of information to have. GBS would also want to be able to monitor the sources of applicants—since a programmatic advertising model would cast a wide net, the opportunity to identify sources that were and were not working would be useful in allowing GBS to adapt accordingly. Quality of candidates, according to Lay, would be of lower priority in terms of evaluating pandoIQ’s effectiveness, but still important. “Are we getting people who are a fit for these roles, or are we just getting bodies thrown at us?” He adds that he will continue to monitor pandoIQ-sourced leads after they’re hired, tracking hallmarks of employee success such as tenure, performance, and promotions.

The other element Lay says will be important for GBS to track is PandoLogic’s responsiveness and how well the team there handles changes. “Do we have the ability to geofence really specifically? Can we target different areas? How many different places can we put these ads? All of those things really contribute to the richness of a good programmatic vendor. So they’re all things that we’re going to look at before really building out that relationship.”

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To evaluate the solution, GBS would be looking at three data points in particular: the CPA, the number of applications started, and the number of applications completed. Lay acknowledges that the ratio between the latter two points may be outside of PandoLogic’s

Implementation

GBS was wrapping up its initial three-month campaign with Kerry at the time this report published. Implementation went smoothly. Lay says that the PandoLogic team was “very engaged with us upfront to

Three Data Points

In evaluating the success and cost-effectiveness of any solution for programmatic recruitment advertising, employers are wise to track three data points:

- cost per ad
- # of applications started
- # of applications completed

The first is self-explanatory. The second two are good indicators of whether the recruiting campaign is losing potential applicants’ interest during the process.

These three data points can vary greatly based on employers’ hiring goals, and one benefit of programmatic is that organizations can make the approach work for them. Beyond these metrics, as well, the hiring organization would want to know the sources of applicants, as programmatic advertising broadcasts far and wide. Here programmatic technology using historical and campaign data will make sure the employer’s ad is being seen by the right job seekers, on the right site, at right time for the right price. Talent acquisition teams need the ability to see what those sources are and monitor the results. The technology makes the decisions and, thus, can elevate source bias and expand reach, essentially expanding the talent pool.

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period, they've built up enough trust with us, in their performance, their transparency, and their responsiveness, that we feel really comfortable moving forward with other clients." He emphasizes that this includes clients operating in entirely different markets from Kerry's. Going forward, GBS will continue to bring clients to PandoLogic whenever the situation calls for it.

"Over a three-month period, PandoLogic's built up enough trust with us, in their performance, their transparency, and their responsiveness, that we feel really comfortable moving forward with other clients," says Lay.

With his background in tech, Lay knows a thing or two about the implementation stage. "The biggest piece is quickly building rapport and trust with a new partner. And I can't say enough good things about the team that we've worked with at PandoLogic. They've been very professional, very helpful, and very responsive."

Campaign Success

Lay has found the pandoloQ user interface to be straightforward: "Ninety-five percent of everything I need on a day-to-day basis is in the dashboard, and it's really easy to operate." He is able to easily access all the data he needs to in order to provide status updates and maintenance for a client. "We can get pretty granular, and I would say there's a decent selection of built-in reports." Critically, though, PandoLogic has not limited GBS to out-of-the-box functionality. When a recent analysis Lay conducted called for a particular set of information for every applicant from the last three months, he says, "I shot the team a note and said, 'this is what I need,' and within a couple of hours, they had it back to me. They're very responsive."

Lay's team and PandoLogic's have now settled on a cadence of weekly, half-hour check-ins, which he describes as "a very appropriate level of integration with their team." There are the representatives GBS typically works with at PandoLogic, but Lay says they also pull in additional team members as needed. "They do a really good job of making sure the right people are involved in those conversations, so we can do it once and be successful coming out of it." He adds, "I haven't had any interactions where I walked away with a negative feeling. Every interaction has been a positive one."

Lay reports that the applicant flow with PandoLogic is substantially better than what GBS had seen with prior providers. In three months with PandoLogic, GBS received about 8,000 applicants for Kerry—eight times the number they got in a full year, previously. He adds that these are responses to advertisements for the same jobs in the same locations. The team has been very happy with these results.

Of PandoLogic, Lay says, "They've done everything they can to make my life easier. And that's really what I need out of a partner."



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Looking Ahead

Trust is a critical component of any successful vendor-client relationship. For an organization like GBS, which connects its clients to its vendors, faith in those vendors is even more important: the wrong fit puts GBS's own reputation at risk. In just a few short months, PandoLogic has been able to establish that all-important trust and become not only a provider for but also a partner of GBS, and one that GBS is comfortable entrusting with a crucial

component of its own customer experience. Of PandoLogic, Lay says “they help us retain our clients. Because if we can’t perform, someone else will.” He adds that “from both an agency side and a customer side, it’s really been a great experience working with them. They’ve hit all the high notes.”

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