

English version

HIRING
SUCCESS edition

Company Fit in Recruitment

e-Paper

CompanyMatch

Table of content

1

What candidates want

- > A new era of employer and job orientation
- > Needs from future working generations
- > Unlocking your unique employer DNA
- > Company Fit above Job Fit

2

Challenges recruiters face

- > Remote Talent Acquisition
- > Diversity hiring
- > Quality of Hire
- > True costs of a bad hire
- > Future proof hiring, technology brings us together

3

Better matching = Better hiring

- > Empowering hiring success
- > Pre-Hire qualification
- > CompanyMatch
- > Making better hiring decisions

Hiring success

Successful hiring is the process of leveraging data driven recruitment technology to attract, engage, assess, select and hire the best matched candidates to grow your team and company. This includes leveraging your employer brand and company values towards your career page, social channels and job marketing. It is therefore our strongest believe that a successful hire cannot exist without a fundamental ingredient: Company Fit.

Historically the recruitment industry has been a frontrunner in digital innovation to help and support employers in better and smarter ways to attract, assess and retain talent. With this in mind we both address the candidates and recruiters perspective and share our knowledge and experience on data driven pre-screening to make better hiring decisions.

Bjorn Veenstra
CEO CompanyMatch



A background image of two men in business attire sitting on a couch, looking at a laptop screen. The image is overlaid with a teal color and white curved borders at the top and bottom.

1

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What candidates want

A new era of employer and job orientation

From a candidate perspective there has been a major shift from job orientation towards employer orientation. Company culture has become a key differentiator in attracting and securing top talent. A recent [Culture Survey](#) shows that 77% (66% in 2016) of their respondents would consider a company's culture before applying there and 73% would not apply with a company unless its core values align with their own personal values. It works the other way too: 71% indicated that they would look for a job elsewhere if their current company culture deteriorates.

77%

Consider company culture before applying



Needs from future working generations

Generation Y

Generation Y is currently conquering the job market and changing it in the same breath. It is expected that by 2025, millennials will comprise three-quarter of the global workforce. But what is actually their attitude towards work? Unlike their predecessor generation, millennials do not see any purpose in working to live. They want to find a way to integrate their work into their lives, follow their passions and find a deeper meaning in what they do.

Long-term career goals and the acquisition of leadership positions are being replaced by the desire for flat hierarchies, networking and teamwork. Adapting to this shift is crucial to remain relevant as an employer.



Crystal Kadakia, Kadakia Consulting

"It's imperative for leaders and managers to acknowledge the role of millennial behavior as an indication of the needs of the modern workplace to attract, leverage, and retain modern talent"

Generation Z

Generation Z is a fully Digital Generation that consciously deals with people, the environment and relies on itself. They expect the same attitude from their employer. In order to attract Z'ers to your company, it is important to show social responsibility, to do business in a sustainable way and to seamlessly connect the working environment within your company with pleasure. For Generation Z it is very important to work for a company that fits their personal values. They want to feel connected to their work.

	Generation Y	Generation Z
Work	Work to live Short-term orientation Flexible working location	Work-live-blend Mid-term orientation Work is everywhere
Communication	75% online Flat hierarchie Storytelling	100% online Equality Short messaging
Attitude	Idealistic Co-creation Identify with mission	Realistic & ecological Independant Culture fit

----- **Unlocking your unique employer DNA**

Your corporate culture can be defined as the collection of traditions, values, rules, beliefs and attitudes which create the context for the daily thinking and actions in the organisation. Candidates who orientate themselves want to experience how they fit with your company culture.

The organizational culture is the unique soul of every organisation, affecting decision making processes, internal interaction, overall employee experience and hiring success. Multiple studies show that employees, who are happy and fulfilled are not only performing better but are also more likely to remain with an organisation for a longer period of time. This increases retention and productivity levels whilst decreasing recruitment costs. Identifying and aligning future employees based on culture fit is therefore essential.

The company culture enables the organisation to communicate and express its unique characteristics and differentiate itself from its competitors. Moreover, a unique culture directly addresses a clearly defined target group (both customers and employees) that can identify with and support the employer brand to attract and engage with promising talents. A well defined culture fit also makes it easier to identify and qualify suitable candidates and offer them the right job.

Trust, appreciation, belief, learning, development and great colleagues. It's all about how you feel on a day to day base. As an employer, if you score high for happiness at work, this immediately has a positive influence on factors such as productivity and profitability. Employee happiness is crucial to the long-term health of your organisation. At the same time, it is also one of the biggest challenges in the coming years for HR and Recruitment of both large and smaller companies. It can make or break your reputation as an employer brand.

Although there is no one-size-fits-all approach to work happiness, it is essential to recognise the significance of committed and satisfied employees as the basis for your success. A well-functioning, employee-focused HR strategy can be the first step toward higher revenues, higher profitability and better retention. That is why it is recommended that you, as an HR and Recruitment professional, focus on recruiting the right talent by defining a clear and recognisable employer brand based on lived values and constantly monitoring and adapting them to the company culture.



Marcus K. Reif, Kienbaum Consultants

"Internal culture is decisive for employee satisfaction. If you read employer review websites, it is very rare that the negative reviews are about the cafeteria or employee benefits. In most of the cases, these reviews are individual management-related statements or monitoring tools for the corporate culture handed down by management."



Ann De Bisschop, auteur Welbeing = winst

"A growing group of people chooses to join an employer based on the click between their mission and values. It helps employers to attract, engage and retain the best employees to grow the company"

Company Fit & Job Fit

Most candidates have to deal with dynamic and ever changing environments. This means that it's highly likely that employees need to be able to switch teams and change tasks frequently during their employment. This is one of the other reasons why the personality and values of employees need to fit with the values and culture of a company, more even than that of a job. Job descriptions can change, a personality and core values much less so. Skills can always be taught, personality... not really. Keep this in mind when recruiting new people.

Job Fit: a definition

"Person-Job Fit is defined as the compatibility between individuals and the job or tasks that they perform at work. This definition includes compatibility based on employee needs and job supplies available to meet those needs, as well as job demands and employee abilities to meet those demands" (Kristof-Brown 2007)

Company Fit: a definition

"The compatibility between people and organizations that occurs when (a) at least one entity provides what the other needs, (b) they share similar fundamental characteristics, or (c) both" (Kristof 1996).

In 2011 Boon & Hartog added: *"High value congruence is a large facet of person-organization fit, which implies a strong culture and shared values among coworkers".*



Bjorn Veenstra, CompanyMatch

"A successful hire comprises two major ingredients: company fit and job fit"

A woman with long dark hair, wearing a light-colored t-shirt, stands in a meeting room pointing at a wall covered with many small, colorful sticky notes. Several people are seated around a large table in the foreground, with laptops open in front of them. The scene is overlaid with a semi-transparent magenta filter. The background shows a modern office environment with large windows and more sticky notes on the wall.

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Challenges recruiters face

Remote Talent Acquisition

The aftermath of the Corona pandemic will change the way we work, live, play and ... hire. We are in the midst of a journey to reinvent ourselves towards organizing our work and our personal lives. With no doubt this will lead to an increase within the remote working population. Both for those who work remote only and for those who work remote in a more hybrid set-up.

"Technologies continue to affect the way companies manage their people: from attracting and engaging with prospective candidates to managing existing employees. Others suddenly found they needed to attract, assess, screen, onboard and train and then manage large volumes of new employees in a short period of time. HR leaders are now increasingly focused on solutions that facilitate management of a home-based workforce, enable remote talent acquisition processes and find new ways to develop, monitor and reward employees – all without involving face-to-face interactions. This has accelerated a trend that was already in the market driving technology adoption on a large scale, the effects of which will be felt for many years to come." (GoldenHill report HR Technology sector, 2020)

Remote work leads to better business outcomes (Gallup 2020)

- 85% of employees state that facilitating flexible work locations have made them more productive
- 7% of employees state that remote work facilities decrease their operational costs
- 25% less employee turnover within companies who allow employees to work remotely

But what do we actually know from the key benefits of remote work? According to a 2020 Gallup study employees love remote and flexible work options. In fact job flexibility drives employee engagement. 66% state that a loss of flexibility will make them start thinking to look for another job and 83% state that remote working possibilities are decisive between choosing two similar job offers.

	NL	BE	DE	AT
2019	14,1%	7%	5,2%	9,8%
2025	It is expected we will see a trend break due to Covid-19 up to 25-50%			

Diversity hiring

While skills are a valuable asset in the workforce, diversity must be a priority as well. By including diversity in a company, the recruiting and retention rates are more successful because it puts a company at a competitive advantage, there is greater productivity and engagement, and increased customer service.

"Diversity hiring is based on merit with special care taken to ensure procedures are free from biases related to a candidate's age, race, gender, religion, sexual orientation, and other personal characteristics that are unrelated to their job performance." (Kayla Kozan, 2019)

The goal of diversity hiring is to identify and remove potential biases in sourcing, screening, and shortlisting candidates that may be ignoring, turning off, or accidentally discriminating against qualified, diverse candidates.

Research has found that companies that use a pre-hire personality assessment have workplaces that are more diverse. A good way to start is to let candidates match their values, drivers and preferences with your organisation. If there is a good match based on Cultural Fit and Job Fit, it doesn't matter what gender, colour or age the candidate has.

What to expect from a more diverse workplace:

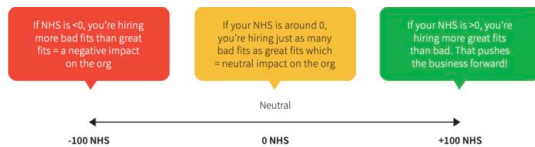
- > Workforce diversity and inclusion drives internal innovation and business growth (*Forbes Insights*)
- > Multicultural social networks increases creativity (*Harvard Business School*)
- > Companies with a diverse executive board (lead by example) have significantly higher earnings (*McKinsey's*)

67% of job seekers use diversity as an important factor when considering companies and job offers.

Quality of Hire vs Net Hiring Score

There is no better determinant of a company's overall hiring success than employee fit immediately after their ramp up. Fit takes into consideration the hiring manager's assessment of the new hire's aptitude and potential as well as the new hire's assessment of new job responsibilities and company culture. Most organizations ultimately seek to measure quality of hire as a performance metric, but find it difficult to attribute to talent acquisition for two reasons:

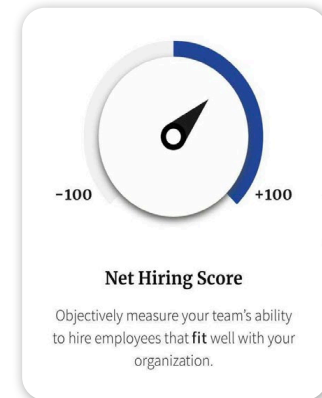
- Quality is typically measured through year-end performance reviews, which come far after the hiring process is already completed.
- There is no robust industry standard or methodology to measure quality quickly after a new hire is made.



The challenge with quality-of-hire is that the definition of “quality” is not standardized. How exactly do you measure it? Do you have to wait for year-end performance reviews or employee turnover? Do you measure employee satisfaction or performance?

Net Hiring Score

To measure hiring success, we recommend organizations measure and track new hire fit via the Net Hiring Score (NHS). Similar to a Net Promoter Score, the NHS asks both hiring managers and the new employee to rate how well the employee fits with their new job, giving us a dual perspective from both the employee's performance and the employee satisfaction in the new role.

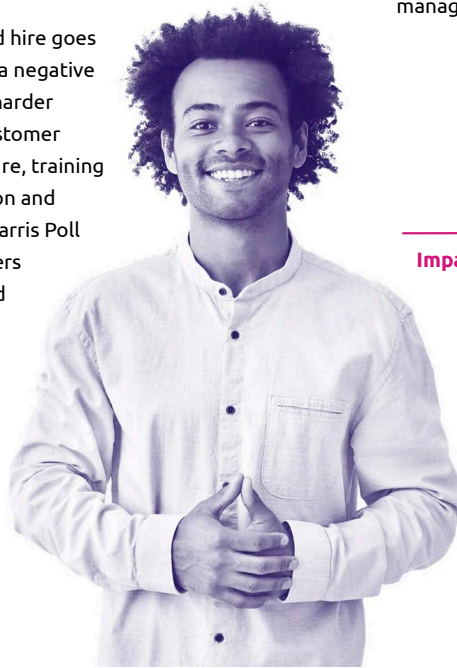


True costs of a bad hire

The fewer similarities between applicants and employers in what drives them, the greater the risk of a mismatch where a candidate will leave the organisation within 18 months.

Harris Interactive research on the German job market suggests the average cost in Germany is 45.000 euro with similar costs expected in the Netherlands and Belgium.

However, the effect of a bad hire goes further: bad hires also have a negative impact on aspects that are harder to measure, for example customer satisfaction, corporate culture, training times, employees satisfaction and productivity. In a study by Harris Poll more than 2,000 HR managers across industries were asked about the influence of a bad hire on a company's performance. The results show that especially team performances within an organisation suffer from an inadequate hire.



36% of the interviewees state that a company's productivity decreased and 31% experienced a negative influence on the staff morale.

On top of that, a bad hire negatively impacts on the relationship between employees and superiors. 20% of the surveyed employees say that they lost their trust in a manager's abilities because of a poorly recruited candidate.

Lost productivity

USA: 36%
Italy: 31%
UK: 23%
Germany: 25%
France: 15%

Fewer sales

USA: 10%
Italy: 9%
UK: 12%
Germany: 9%
France: 11%

Impact in client relations

USA: 18%
Italy: 20%
UK: 17%
Germany: 16%
France: 17%

Recruiting & training costs

USA: 31%
Italy: 23%
UK: 22%
Germany: 15%
France: 12%

Global survey, conducted online by Harris Interactive which included more than 6,000 hiring managers and human resource professionals in countries with the largest gross domestic product.

Future proof hiring, technology brings us together

Successful hiring is the process of leveraging recruitment technology to attract, engage, assess, select and hire the best matched candidates to grow your company. This includes leveraging your employer brand and company values towards your career page, social channels and job marketing. Historically the recruitment industry has been a frontrunner in digital innovation to help and support employers in better and smarter ways to attract, assess and retain talent.

While making their strategic choices employers tailor their needs and demands towards the following reasonings.
(Employer survey, CompanyMatch, 2020)



Simon Sinek, Simon Sinek Inc.

*"Customers will never love your product
until your employees love it first"*

Why employers invest in recruitment technology:

1. Up to date candidate oriented hiring processes
2. Data driven recruitment (KPI) learn / adopt / improve
3. Efficiency, cost reduction (ROI) time to hire / retention / cost per hire

Why employers invest in a tangible Employer Brand:

1. Leverage on the companies Drivers & Values
(what makes us tick?)
2. Leverage on an authentic Employee Value Proposition
(internal & external)
3. Aligning the Candidate's Journey towards
Engagement, Activation and Experience

A photograph of three people in an office setting, overlaid with a semi-transparent purple filter. A man in a light-colored blazer is pointing at a computer monitor. A woman in a plaid shirt is leaning over the desk, looking at the screen. Another woman is sitting at the desk to the right, looking towards the screen. The background shows a wall covered in sticky notes. The overall scene suggests a collaborative work environment focused on hiring or recruitment.

3

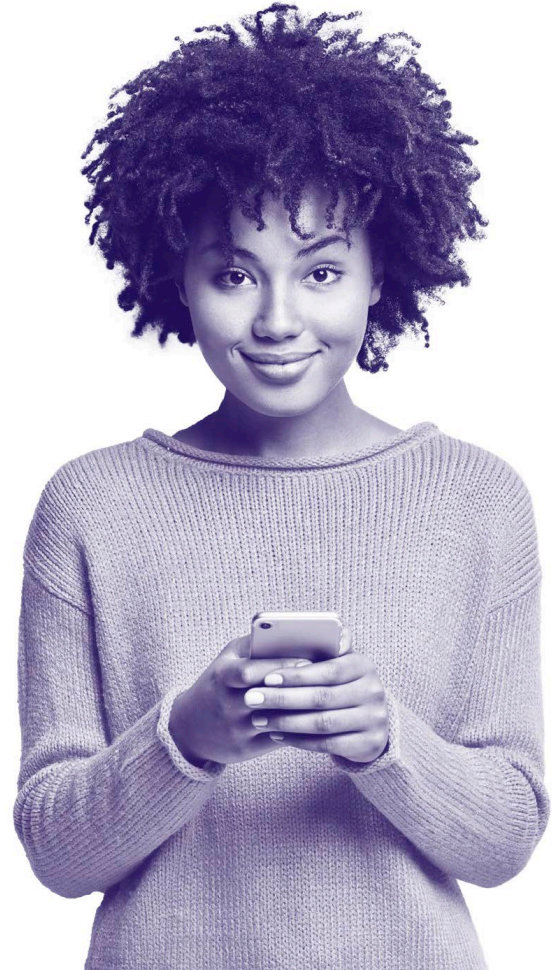
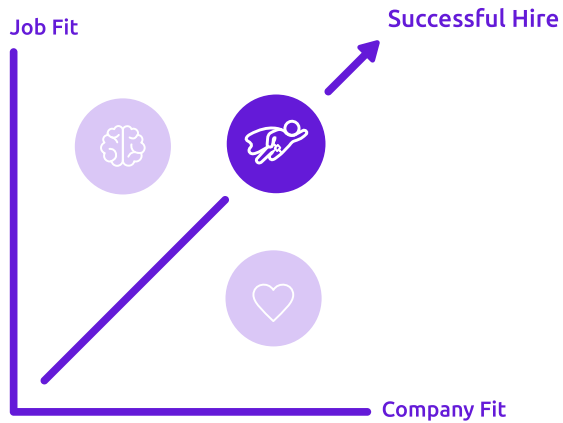
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Better matching = Better hiring

Empowering Hiring Success

95 out of 100 hiring managers state that hiring success has two main ingredients job fit and company fit.

Why? There is a pretty simple answer to that question: Candidates who have been qualified on Company Fit during their candidate journey perform 30% better.



Pre-Hire Qualification

Fueled by the needs of candidates, value driven recruitment technology and remote talent acquisition employers face a new reality towards attracting, assessing and interviewing candidates for the coming years. In addition it is expected that we will see the candidate-market partially turn into a employer-market. Application figures are on the rise and mount pressure on the application and selection process.

If you are looking for ways to engage with potential candidates and assess a candidate's company fit to make your recruitment work easier, more effective and fun? The Pre-hire qualification and data driven recruitment technology of CompanyMatch is helping you to remotely engage, assess and qualify the best candidates.

Assessing and qualifying applicants is often the most difficult and time-consuming part of the recruitment process



Jerome Ternynck, SmartRecruiters

"Hiring people and hiring great people are not the same"

Better Matching = Better Hiring



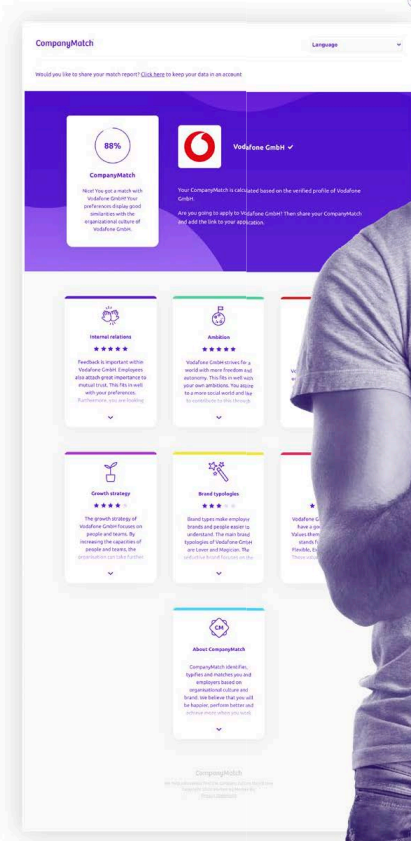
CompanyMatch

CompanyMatch addresses the missing link in a successful hire: Company Fit. The pre-hiring test helps you as an employer to engage, assess and qualify the best talent in the candidate journey based on Company Fit to grow your team(s) and company.

Fueled by more than 750 employers, hundreds of thousands of candidates and with the help of our match data we support recruitment professionals and hr business partners in making better hiring decisions.

The Pre-Hiring test of CompanyMatch maps out the characteristics of business cultures and preferences of jobseekers and enables you to automatically identify the values, believes and drivers of a job seeker and convert those into a valid pre-hire match report with your company.

The candidate can gain a deeper insight into your company's culture and core Wvalues and drivers at the same time. The CompanyMatch plug-in offers employers fast and easy integration functionalities into the company's career website and creates a more interactive candidate experience.



Making better hiring decisions

What to expect when you incorporate the pre-hire assessment technology of CompanyMatch into your remote talent acquisition strategy?

- > Value based talent attraction, making your Employer Brand interactive
- > Data driven recruitment support for recruiters and hiring managers
- > Preventing hiring bias & support inclusion
- > Increase retention
- > Sustainable hiring
- > Improve time to hire
- > Save recruitment costs

Interested to learn more?

[Schedule a demo](#) or feel free to reach out directly to one of our colleagues in your region.

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