

**icims**

Talent Acquisition

**BLUEPRINT**

**REPORT**

**esurance™**





### Vision

Use technology, innovation and caring experts to deliver an experience that is simple, transparent, and affordable – in other words, **surprisingly painless.**

Headquarters:  
**San Francisco, CA**

Employees:  
**3,000+**

Owner:  
**Allstate,**  
a Fortune 100 company with assets exceeding \$130 billion

Esurance, founded in 1999, was among the first insurance companies to sell directly to consumers online, completely upending the stodgy industry that traditionally sold insurance through a large network of advisors in storefront offices and through employer-sponsored plans. Esurance changed the industry of insurance by using technology as its competitive advantage to identify and engage consumers directly.

Today, recruiters follow the same roadmap to attract the best and brightest employees: combining flexible technology and mobile experiences with a customer-centric approach to offer careers that inspire, challenge, and reward. Since every candidate is either an existing, or a potential Esurance customer, delivering a simple hiring experience drives recruitment for the company. As Kristi Robinson, former head of talent acquisition (TA) explains, "We view our candidates as our customers."

This approach helped Esurance grow from just a handful of employees to more than 3,000 associates in just two decades, now backed by Allstate.

### Talent Acquisition Opportunities

To innovate its business, Esurance successfully recruits against the world's tech giants in Silicon Valley, including Google, Apple, and LinkedIn, by:

1. Providing a unique and compelling associate value proposition
2. Identifying quality talent with skills that mirror top-performing employees
3. Delivering a simpler and faster candidate experience
4. Building a diverse workforce with unbiased hiring decisions

## Results



Achieved an average time-to-fill of 32 days



Improved candidate experience net promoter score by 36 points year-over-year



Decreased cost-per-hire by 41% year over year

# Esurance Recruitment Approach

## First, Define a Compelling Associate Value Proposition

How does a company in an industry with an old school reputation successfully attract the most sought-after, innovative, and tech-savvy talent to fill roles such as data scientists, engineers, or digital product managers in the greater Silicon Valley area? It offers the unique energy and culture of an original disruptor in its industry.

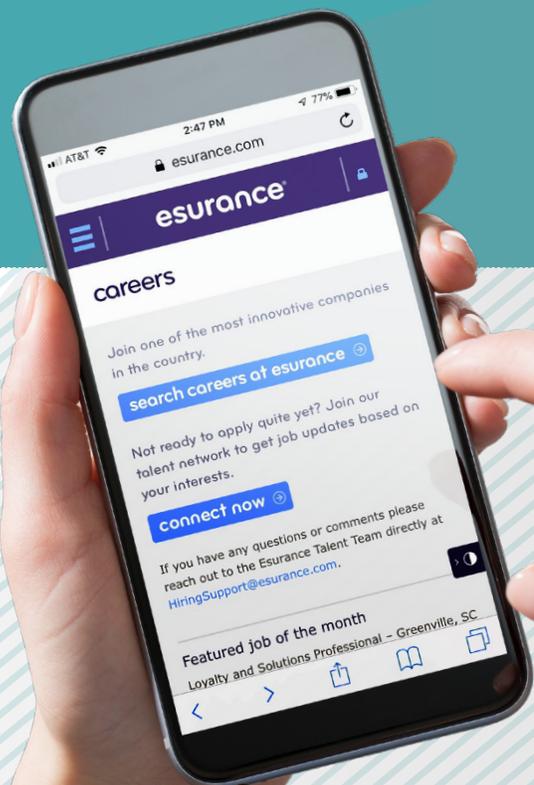
To define its value proposition to candidates, Esurance began by asking current associates why they love working for the company. It found that employees are driven by teamwork, leadership, collaboration, and a passion for customer service, which fosters a creative environment that drives business. The Esurance associate value proposition is “Team. Culture. Community. – That’s Life at Esurance”. Associates are supported by Esurance in their involvement in charitable activities, including paid time off to volunteer their time and company-matched donations.

Robinson explains, “We have an overwhelming amount of associates that ask to be featured on social media. The majority of the associates say: we like working on our team, we collaborate well, and we feel like we have a lot of fun while providing top notch service to our customers.”

*“We need to stand out from our competitors by sharing our story and highlighting our unique culture. It is important for candidates to see that we are living up to what we are selling, and that we are more dialed into the tech world than your average financial services company. Most importantly, we want to have a tech-savvy hiring process to make our candidate experience painless.”*



– Kristi Robinson,  
former Head of Talent Acquisition



## Second, Deliver a ‘Surprisingly Painless’ Experience

In May of 2017, Esurance introduced a candidate satisfaction survey to determine how it stacked up in the eyes of job seekers through a monthly net promoter score (NPS). The results showed a need to decrease the time job seekers spent applying and modernize the hiring experience to match technology trends, such as quick access to information and the ability to use a mobile device at any stage.

In 2018, Esurance launched a new marketing campaign: ‘surprisingly painless,’ conveying their brand promise to be simple, transparent, and affordable, which gave an additional push for recruiters to deliver a painless experience to candidates. The organization sought out new ways to improve the candidate experience through investigation of recruitment technologies that embrace flexible communication and screening.

*“We improved efficiencies by streamlining vendor contracts and investing that money into things to improve performance, diversity, and the candidate experience such as text messaging and video interviewing.”*

– Kristi Robinson,  
former Head of Talent Acquisition

## Third, Streamline Recruitment Technology Investments

In 2018, Esurance completed a comprehensive review of its various solutions - from sourcing to onboarding - and as Robinson explains, “we improved efficiencies by streamlining vendor contracts and investing that money into things to improve performance, diversity the candidate experience such as programmatic job advertising, text messaging, and video interviewing.”

As a company built for the digital era, Esurance is accustomed to measuring everything it does and

defines specific goals around key performance indicators for recruitment. The organization used the flexibility of the iCIMS Talent Cloud to integrate the best tools on the market to source, engage, screen and hire talent. As a result, Esurance increased its candidate satisfaction NPS by 36 points and decreased cost-per-hire by 41%. Additionally, it achieved a 32 day time-to-fill average.

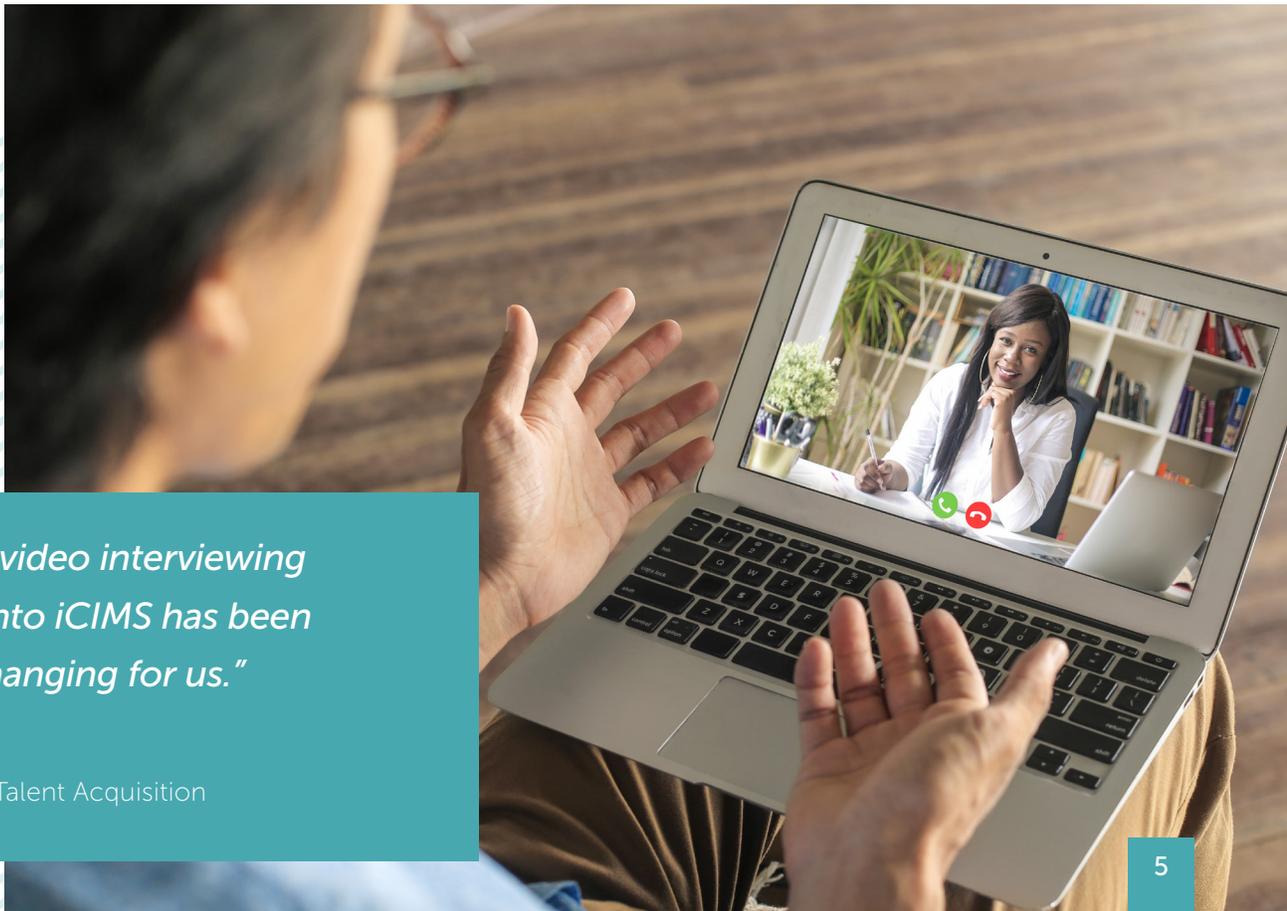
# Video Interviewing Simplifies Screening for both Candidates and Recruiters

*“We’ve heard time and time again from our candidates, I don’t need to take 45 minutes to apply online, no one else is making me do that!”* explained Robinson. To improve the screening experience for candidates, Esurance integrated a video, text, and audio interviewing solution into iCIMS Talent Cloud, which simplified its previous 45-minute, multi-question candidate assessment process to just five minutes.

Recruiters worked with hiring managers to create pre-recorded questions to evaluate candidates against skills possessed by top-performing employees, including verbal communication and

empathy for customer challenges. These questions are shared with qualified applicants through a unique link, resulting in more personable responses and flexibility for candidates.

In addition to the pre-recorded option for initial screening, recruiters, and hiring managers conduct live voice or video interviews with candidates in different geographies, either one-to-one or with a panel of interviewers. Without having to schedule in-person interviews, recruiters reduce friction in the hiring process and free up their time to proceed with the next phase, which helped achieve an average time-to-fill of 32 days.



*“The fact that video interviewing is integrated into iCIMS has been literally life-changing for us.”*

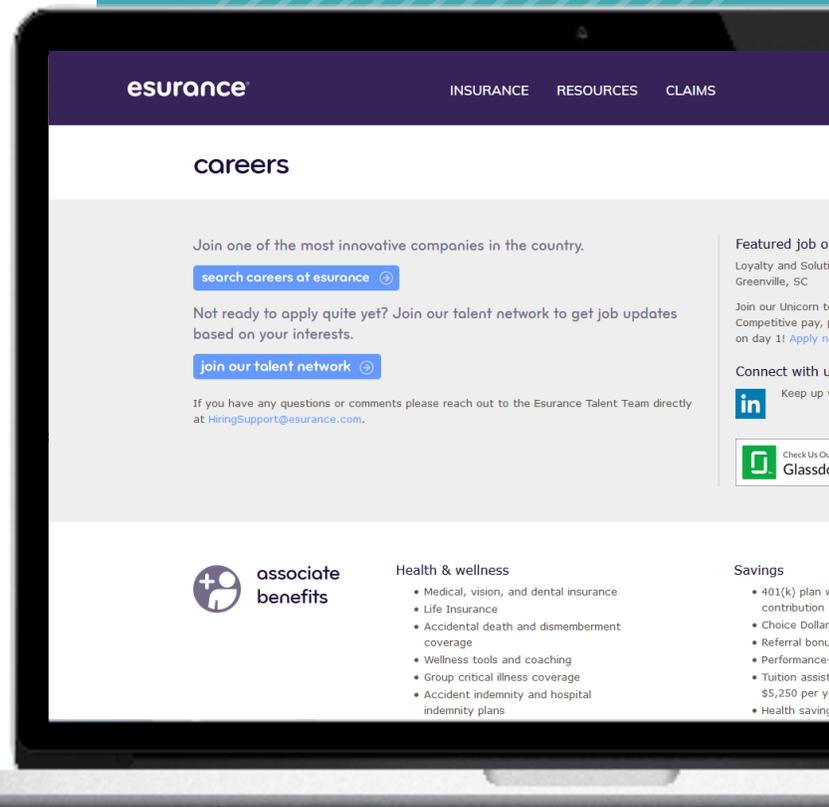
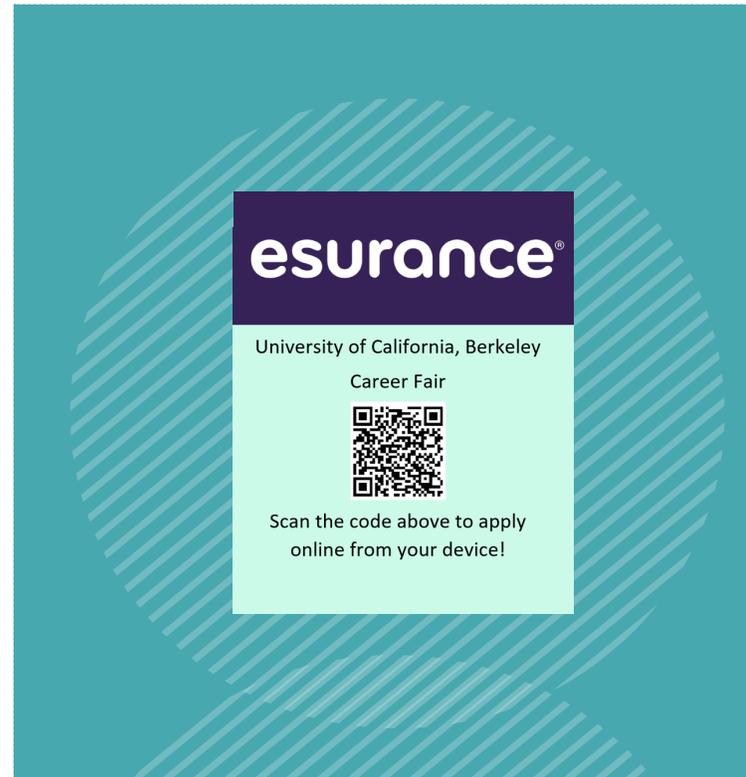
– **Kristi Robinson**  
former Head of Talent Acquisition

# Talent Pools of Qualified Candidates Lower Cost-Per-Hire

With the iCIMS' Candidate Relationship Management, (CRM) product, Esurance provides passive job seeker the ability to stay in touch with the organization before they are ready to apply. Information, such as a person's name, career interests, and social profile link, is collected on the Esurance career site to create new candidate profiles.

At career fairs or campus events, recruiters set up tablets where job seekers fill out their information in minutes to allocate more time for face-to-face interaction. iCIMS' CRM is also accessible through flyers with quick response (QR) codes that job seekers scan from their mobile device. After an event, candidate data is automatically transferred into iCIMS, tagging them as an event attendee.

To keep leads informed and primed to apply for a position once it becomes available, recruiters send automated emails with relevant company news, new job opportunities, and invitations to upcoming hiring events. They target leads by searching the CRM database for talent that match criteria, such as location, specific skills, and preferred role.



# Automated Sourcing to Reach the Right Talent at the Right Time

To attract job seekers that are ready to apply, Esurance integrated an automated job posting solution, JobTarget, into iCIMS. Instead of reaching new job seekers by manually posting openings to every job board, JobTarget enables recruiters to create open positions right from within iCIMS Applicant Tracking, and automatically post the position to all the job boards simultaneously with one click.

Esurance focuses only on top-performing sources of applicants, such as the universities with bright tech talent like Carnegie Mellon University and University of California, Berkeley. With direct access to these universities' specific job boards through JobTarget, recruiters focus their sourcing budgets more effectively to reach quality talent. As a result, Esurance reduced cost-per-hire by 41%.

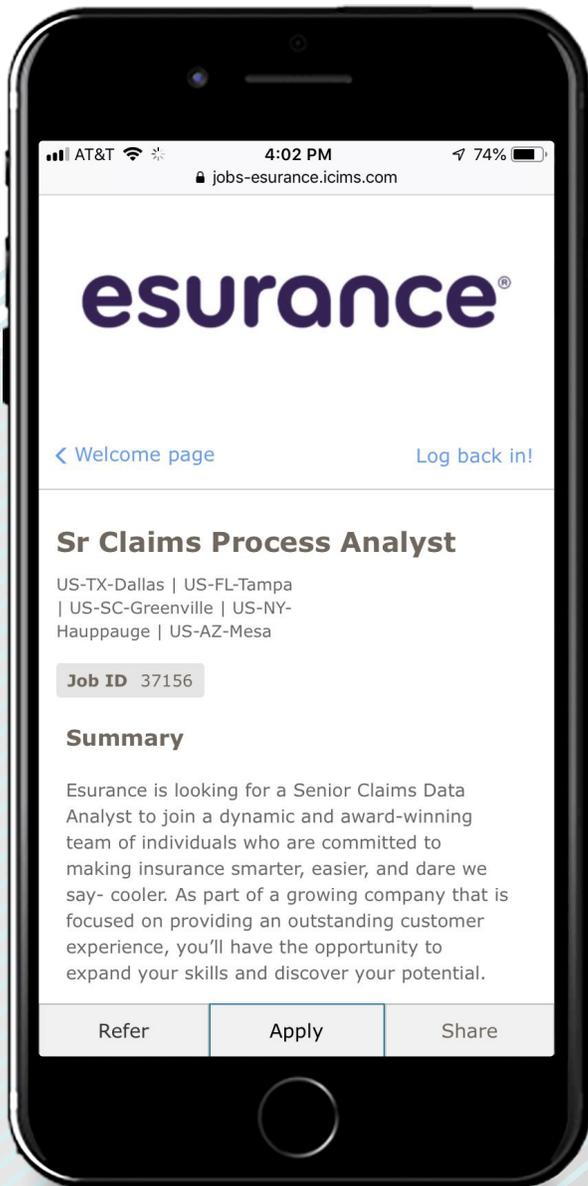
*"Coming from using a different recruitment solution in a past organization, we would have to go outside of the system to post on college sites. Now, we can do that within JobTarget and stay within iCIMS. Doing things in 1-3 clicks is the way we want to brand ourselves."*

– **Kristi Robinson,**  
former Head of Talent Acquisition



# Embracing Mobile Dramatically Improves Candidate Experiences

Esurance customers know they can count on fast and easy solutions to get an online insurance quote or file a claim through the Esurance Mobile app. In the same light, recruiters offer candidates a hiring experience that can be completed entirely through their mobile devices. As a result Esurance improved its candidate satisfaction NPS by 36 points year-over-year.



With iCIMS, Esurance’s candidates have the option to search through open positions and apply from their mobile devices using information from their social media profiles or previously created iCIMS accounts, thus avoiding adding the same data twice. As a candidate scrolls through a job description on a preferred device, the ‘apply’ button remains accessible at the bottom of the screen.

To communicate with the speed and convenience that the brand is known for, Esurance also integrated iCIMS’ Text Engagement to communicate with candidates through text messaging. The integration sends automated text messages to candidates, triggered by status changes within the ATS, saving recruiters time by eliminating phone calls and emails. Recruiters also text passive job seekers and keep them engaged until they are ready to apply, at which point a text is sent to link them right to the application. Using the communication style that candidates prefer for quick updates yields faster average response times and a text message response rate of 35%.



## A Diverse Workforce Caters to a Diverse Customer Base

At Esurance, the diversity and inclusion team works with senior management to keep diversity top of mind within the business, especially when it comes to hiring talent with unique perspectives to contribute to its culture.

Esurance leverages employee resource groups, comprised of associates at all levels that are particularly passionate about diversity, to represent the company at career fairs, and on social platforms by promoting professional development and community outreach.

**To help build a workforce as diverse as its consumers, Esurance uses tools to:**

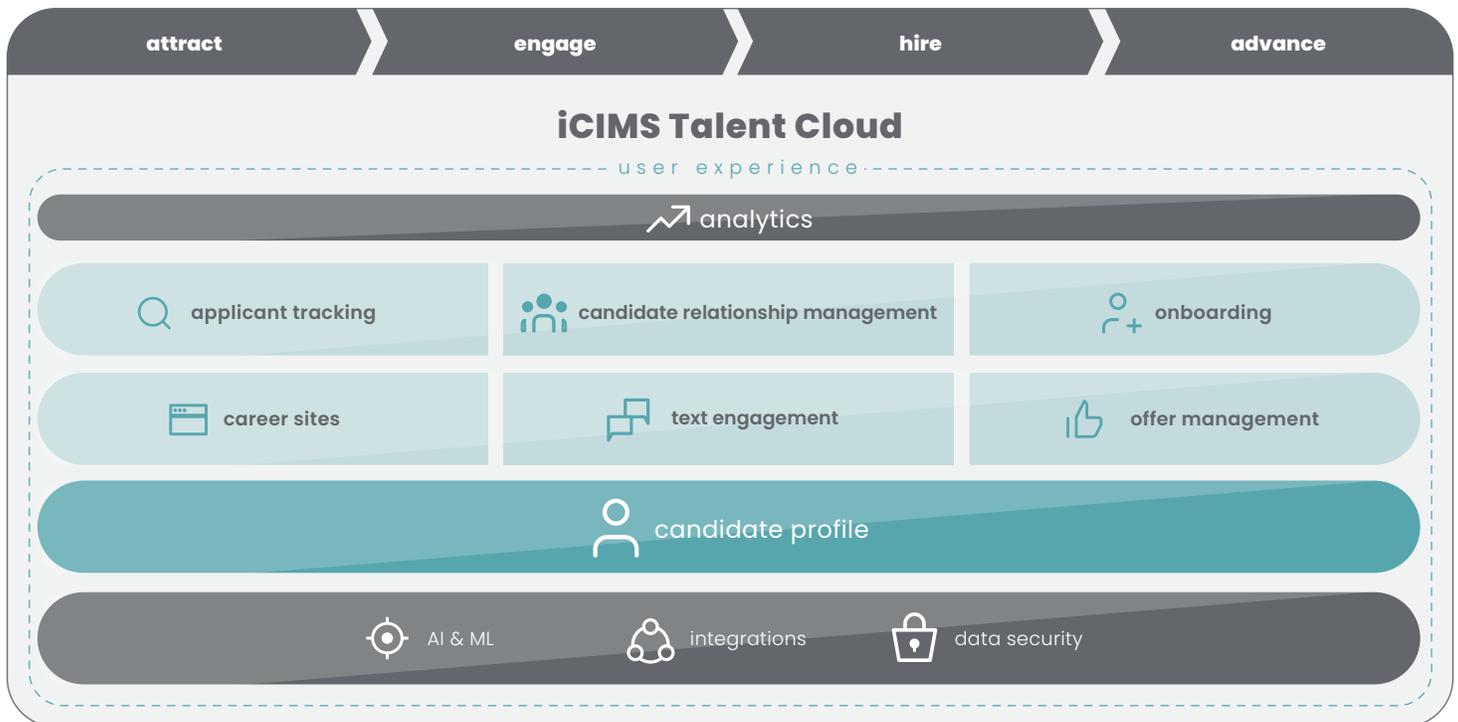
- 1. Track candidates pby source** and pivot when certain groups are not sufficiently represented in recruiting pipelines.
- 2. Make open positions accessible** to a wider span of job seekers by automating job posting from JobTarget to multiple job boards and universities.
- 3. Engage talent** by sharing content that highlights diversity efforts from members of the employee resource groups.

**“We value diversity, and we just don’t say we’re inclusive, we live it. Our TA team is currently partnering with our employee resource groups to get them involved with helping us recruit top talent. We want to have our passionate associates front and center at our recruiting events.”** – Kristi Robinson, former Head of Talent Acquisition

# A 14-Year Relationship with iCIMS... and Growing

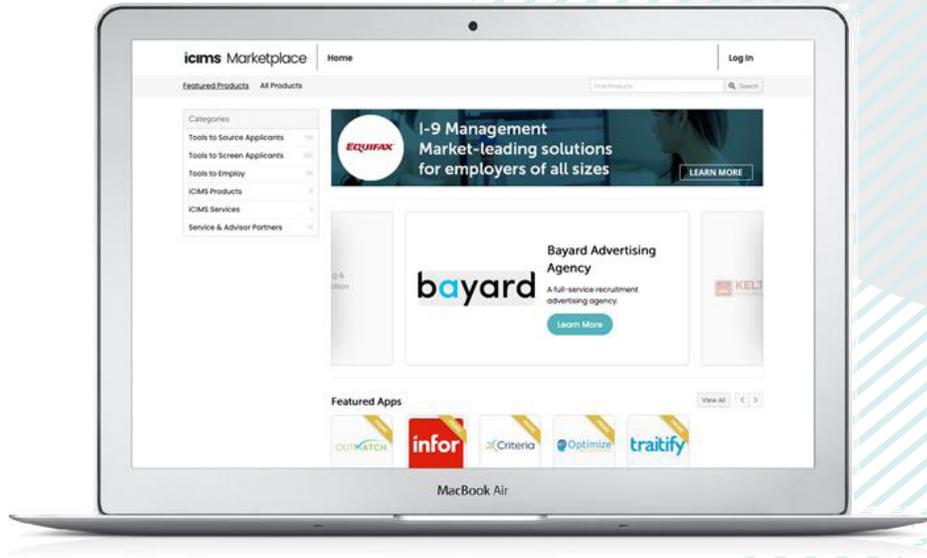
Esurance's success is dependent on its ability to attract superior talent. Every encounter with its brand can make or break a candidate's decision not only to join Esurance, but to continue using Esurance's insurance services. Since 2005, Esurance has trusted iCIMS as a foundation to integrate the best talent acquisition tools on the market. Esurance identifies solutions through the iCIMS Marketplace to cut recruitment costs, source diverse applicants, deliver

a superior candidate experience, and improve time-to-fill. The iCIMS Talent Cloud serves as Esurance's hub in which tools are swapped in and out to ensure recruitment strategies evolve with the needs of the business and industry trends. "Our leaders and executives appreciate everything that we are doing to drive top talent into the organization," says Robinson.



*"We had this partnership for over a decade, but where iCIMS showed through was functionality and configuration. We were excited about where we could go with integrations."*

**- Angela Galisdorfer,**  
Talent Acquisition Operations Analyst



To learn more about the 275+ third-party vendors iCIMS partners with, visit the [iCIMS Marketplace](#).

### About Esurance®

Esurance, insurance that's surprisingly painless, provides auto, homeowners, motorcycle, and renters insurance direct to consumers online and over the phone. With an easy-to-use mobile app, helpful online tools like photo claims and Coverage Counselor®, and knowledgeable experts, Esurance is making insurance simple, transparent and affordable. And as a member of the Allstate family, Esurance benefits from over 90 years of industry expertise and support, so dependable auto and home insurance is just a click, call, or tap away.

For more information, visit [esurance.com](http://esurance.com) or call 1-800-ESURANCE (1-800-378-7262).

### Talent Powers Transformation

iCIMS is the talent cloud company that empowers organizations to attract, engage, hire, and advance the right talent that builds a diverse, winning workforce. iCIMS accelerates transformation for a community of more than 4,000 customers, including a third of the Fortune 100, that employ more than 30 million people worldwide.

For more information, visit [www.icims.com](http://www.icims.com).