



WPP CASE STUDY

QUALIFYING GLOBAL YOUNG TALENT USING A HIGH-TOUCH AND EFFICIENT PROCESS

Using Cammio automated video interviews, WPP managed to create a high-touch but efficient process. Bringing a more human quality to the selection process, the recruitment team was able to qualify candidates faster and select only the best young talent for the annual Graduate Fellowship Program. Although Cammio added a step, the process became more efficient and quality of candidates improved significantly.

WPP is the world's largest marketing communications services groups employing 190,000 people in over 3,000 offices across 112 countries. The group offers a comprehensive and integrated range of communications services, including reputable brands such as Ogilvy, Hill & Knowlton, Landor and Wunderman.

Finding the next star performers internationally

The annual Graduate Fellowship program has been in place for over 2 decades, intended to recruit and train future generations of leaders for WPP companies. Due to the uniqueness of the program and WPP's strong employer brand, the program receives between 1,500 and 2,000 applicants each year from around the world. That equals up to 200 applications per open position. The high volume of candidates combined with a limited project time-frame and global scope was putting a tremendous pressure on the program's recruitment process efficiency.

Traditional process

Candidates were required to submit written essays and an application form about their qualifications to qualify for the first round. The applications were split in batches of fifty between current and former Fellows, who were asked to identify the five strongest applications from their list. Around 100 people were selected and invited for a first-round interview by the company. These interviews were held face-to-face in London, New York, Singapore and Sydney, and via Skype for candidates in other locations. A maximum of 24 people from the first round were invited for a two-day final selection in London.

WPP receives between **1500 and 2000 applicants** from all over the world for their Graduate Fellowship program every year.

The challenge

Too many of the selected candidates were much better on paper than they were in person. Also, recruiters felt that written pieces alone limited their ability to accurately assess a candidate's fit and leadership potential. At the same time, the global nature of the candidates also presented some critical challenges. The suggestion that WPP should pre-interview all of them would not have been practical, because of the high volume of applications. This led WPP to partner with Cammio, the video recruitment platform which could offer a solution in pre-screening.

Creating a high touch but efficient process

Wanting to hire only the best and brightest talent available in only a short period of time, WPP looked to revise the current hiring process. The primary goal was to gain more insight into the candidates' personalities and cultural fit, improving the ability to identify and select the program's new star leaders. From 2015 onwards, an additional recruitment stage was added. The early stages of the process remained the same, with candidates submitting a written application. From the initial screening, however, a larger number of candidates (around 200) were invited to conduct an automated video interview as a next step. Based on the combination of the written application and video interviews, the Fellowship Director now invited just 60 -75 candidates for an on-site interview.

Qualifying candidates faster and more effectively

Using automated video interviews, WPP is able to bring a more human quality to the selection process, making it easier to identify the strongest candidates early. With the new video selection step WPP can better select who to interview based on a much richer candidate presentation. WPP is now better able to gauge the candidate's ability to communicate, engage, persuade, and lead. Candidates are given the opportunity to present themselves as real people, not just words on a page. The implementation of the video interview has helped to reduce the total number of applicants, but at the same time significantly increased candidate quality.

Smarter process. Better quality-of-hire.

WPP is now able to 'meet' 200 people, instead of the 100 who were traditionally invited for a first interview, on-site or through Skype. Cammio enables more informed choices about who to invite to interview. The additional video interview stage has streamlined the process of selection for interview and removed less confident candidates from consideration. The time that the Fellowship director devotes to make a selection has also been reduced by around half. Given the great success of the project, WPP now enters its third year of selection using Cammio to select for its Graduate Fellowship Program.

“Cammio has brought a more human quality to our interview selection process. Now we are not just reading words on a page, we are having the first conversation with our candidates.”

- Jon Steel, WPP

Incorporating a **personality component** into the selection process enabled WPP to better identify their next start performers.

WPP was able to meet **260% more candidates** and select a better qualified group of candidates in **less time** using video.