



Candidate Experience Translates into Revenue for Craft Brew Alliance

Company:	Craft Brew Alliance
About:	Makers of Kona Brewing, Omission Brewing, Widmer Brothers Brewing, Redhook Brewery, Cisco Brewers, Appalachian Mountain Brewery, Wynwood Brewing Co, Square Mile Cider
Employees:	500
Recruiters:	2
Annual Hires:	Approximately 220
ATS:	Oracle Taleo Business Edition
Survale™ Programs:	“Always On” Career Site Feedback, Phone Screen Feedback, Interview Feedback, Hiring Manager Feedback, Declined Offer Feedback, Internal Training Feedback, Employee Experience Feedback

If you've ever longed for a Kona LongBoard Island Lager, rarely omit an Omission IPA, are hooked on Redhook ESB or consumed responsible amounts of Widmer Brothers Hefe, you know Craft Brew Alliance (CBA). Portland Oregon-based CBA owns a portfolio of iconic brewing brands sold in supermarkets, third party pubs and several company-owned brewpubs. With more than 500 employees and approximately 220 annual hires, CBA keeps two full-time recruiters quite busy providing the kind of talent needed for CBA to thrive in the crowded craft brewing market.

So when Senior Manager of Talent Acquisition, Andy Edmundson casually mentions that he knows how much revenue his department's recruiting efforts contribute to the organization, you start to get a sense that something very important is happening at CBA.

CONSUMER BRAND RECRUITING

Edmundson discovered Survale™ through his experience participating in the Talent Board's annual Candidate Experience Research and Award Program. He understands the value of data to support his recruiting goals and was immediately intrigued by the possibilities.

CBA had previously used SurveyMonkey® for one-off candidate surveys. Whereas Survale is a purpose-built platform that works with your ATS to gather feedback continuously with full workflow, automation and real-time data analytics, other solutions are not so broad. "At the time, SurveyMonkey was pretty clunky," said Edmundson. "We were able to get rid of it once we brought in Survale."

As you browse CBA's corporate career site, it won't take long before you get welcomed and asked for feedback.

[As a Survale client](#), CBA takes advantage of the "Always On" candidate feedback collection that is embedded in their career site.

In addition to normal questions about how effective the site and job search capabilities are, CBA asks how job

seekers feel about the Employer Brand (more about that later) and asks the question: "When considering applying for a role with us, did you go buy some beer or visit one of our brewpubs as research?"

It turns out that nearly 75% of job seekers DO actually go out and either buy a six-pack or order a pint when considering a role within the company. With 20,000 annual applicants, that revenue adds up (figure between \$150,000 and \$200,000 annually in direct revenue, not to mention follow-on purchases by what appears to be mostly new customers).

This intersection between talent acquisition and revenue generation reframes the value of the recruiting "process," recognizing that there is much more to be gained than great talent.

As for CBA's employer brand, Edmundson also asks candidates what they think of the brand:

- On the career site
- After application
- After the interview
- After the offer



"It helps to tie Candidate Experience to Revenue and Brand Health when trying to build a case for investing in your Employer Brand"

- Andy Edmundson

Edmundson knows that this brand perception has the ability to get better or worse depending on how the process goes. “Most people assume that the only happy candidate is the one that gets the job and the other 99% feel slighted,” said Edmundson. “But I can tell you that 91% of the applicants at CBA score a nine or a ten on our candidate satisfaction NetPromoter score.” Edmundson regularly studies these kinds of Survale-generated insights to better understand exactly what is happening during the recruiting process.

“I have all this this varied data feed into dashboards with index widgets combining scores from multiple surveys to give me a complete picture of what’s working well and what can be improved with our process,” said Edmundson.

CANDIDATE FEEDBACK LEVELS THE PLAYING FIELD

Why does CBA seemingly measure everything? “We used to think we competed against other brewing companies for talent,” said Edmundson. “But my Survale data tells me we’re competing against Adidas, Nike, and Intel. Survale allows us to avoid acting on assumptions that may or may not be true.”

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Given those heavyweight brands, CBA is punching well above their weight class. “We don’t have the money to spend on brand that our larger competitors have, but we have become one of the top four employers that people want to work for in this town,” said Edmundson

Survale gives CBA an edge when it comes to building recruiting strategies to overcome the high budgets and big name recognition of his direct competitors. It also gives them an edge because they use Survale data supporting a correlation between brand affinity, recruiting results and revenue to win internal brand and advertising investment.

“It helps to tie Candidate Experience to Revenue and Brand Health when trying to build a case for investing in your Employer Brand,” said Edmondson.

FEEDBACK THROUGHOUT THE CANDIDATE JOURNEY

CBA gathers feedback online by configuring Survale’s embedded “Always On” surveys to pop up if a potential candidate is on the website more than five minutes, as well as after a candidate has applied.

When CBA recruiters move a candidate to the “Manager Interview” stage in their Taleo ATS, a Survale survey automatically goes out again to capture additional information about the interview, the hiring manager AND circle back on fluid measurements like candidate satisfaction NetPromoter score and employer brand perception.

To monitor his hiring manager performance, Edmundson created a comparison widget on his Survale dashboard that compares hiring manager preparedness to candidate satisfaction and the data is updated constantly as candidates move through the hiring process.

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- Andy Edmundson

“Before Survale, I would only hear about interview problems if they were VERY bad,” said Edmundson. “Now hiring managers know we are getting regular feedback and they know it’s important to the success of the company that they be prepared and engaged in interviews.”

CANDIDATE FEEDBACK AND DIVERSITY

CBA uses Survale to understand the effects of career site content on various diversity groups. Edmundson points out that the industry average for male/female employee ratios in Food and Beverage Manufacturing is roughly ¾ male to ¼ female. Additionally, using research that shows males may apply after one to two site visits and female applicants average six to seven visits before submitting their complete application, Edmundson has made numerous changes to his career site to facilitate more information and transparency about the recruiting process. The thesis being that it could increase female application rates resulting in a more diverse talent pool. Of course, he is using Survale to measure the reaction to these changes in order to prove or disprove this notion.

EXPANDING SURVALE FOR EMPLOYEES

CBA already uses Survale to measure the effectiveness of many of their learning initiatives, and they have used [Survale to measure reaction](#) to a recent leadership group pilot of their “Be Your Own Best” cultural program prior to rolling out to the entire employee population.

In addition, Edmundson will soon be adding a survey that goes out to candidates and hiring managers at two weeks, 45 days and 90 days after hire to measure quality of hire, onboarding effectiveness and hiring manager satisfaction, as well as to again update fluid satisfaction and brand metrics as described above.

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- Andy Edmundson

“We want to get hiring manager feedback about the quality of the overall talent pool after the hire, as well as candidate and hiring manager feedback at 45 days to see how new hires and managers navigate and perform through any sort of ‘honeymoon’ period’ and beyond,” said Edmundson. “We want to understand the new hire journey as well as we understand the hiring journey and Survale enables us to do that.”

TOP BENEFITS OF SURVALE

When asked to identify the top benefits Survale provides to CBA, Edmundson is quick to point out that one compelling benefit shows up right away.

“Just going through the process of being asked about their experience has an immediate, positive effect on candidate experience,” said Edmundson. “It gives people an idea of what kind of company we are.”

Survale has also helped CBA achieve one of their top recruiting goals which is to be the employer of choice within their industry and their region.

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Finally Edmundson points out that Survale increases CBA’s ability to quantify the candidate experience in order to build compelling stories that enable him to make quality business decisions with regard to recruiting. Survale data not only helps pinpoint where programs and processes can be improved, but it provides executive management with clear data to support investment in new programs and strategies.

CBA has quickly integrated Survale into their recruiting, learning and change management initiatives thanks to Edmundson’s thirst for data to drive business decisions. And there is much more on the horizon as they expand their usage with the knowledge that the more they use Survale, the more value they gain in managing their talent from external talent pools through to seasoned employees.

ABOUT SURVALE

Survale is a Workforce Analytics Platform providing employers with an “Always On” solution for automatically gathering, analyzing and acting upon satisfaction and engagement data from candidates and employees as they traverse the hiring process. From job openings to interviews to onboarding to ongoing employee feedback and quality of hire data, Survale has the tools to measure and optimize your workforce throughout the talent lifecycle. For more information, visit survale.com.

ABOUT CRAFT BREW ALLIANCE

Craft Brew Alliance (CBA) is a leading craft brewing company that brews, brands, and brings to market world-class American craft beers.

Their distinctive portfolio combines the power of Kona Brewing Company, a dynamic, growing national craft beer brand, with strong regional breweries and innovative lifestyle brands, Appalachian Mountain Brewery, Cisco Brewers, Omission Brewing Co., Redhook Brewery, Square Mile Cider Co., Widmer Brothers Brewing, and Wynwood Brewing Co. CBA nurtures the growth and development of its brands in today’s increasingly competitive beer market through their state-of-the-art brewing and distribution capability, integrated sales and marketing infrastructure, and strong focus on partnerships, local community and sustainability.

Formed in 2008, CBA is headquartered in Portland, Oregon and operates breweries and brewpubs across the U.S. CBA beers are available in all 50 U.S. states and 30 countries around the world. For more information about CBA and our brands, please visit www.craftbrew.com.