

# How Lumen Is Powering a **Customer-Obsessed Talent** **Experience for All Stakeholders**

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# The Challenge

For an organization that's obsessed with their customers, creating greater ease in processes is a priority, especially when it can be done with agility and speed. So, when multinational technology company **Lumen** aimed to improve the talent experience for both internal and external candidates, they looked for ways to infuse those qualities of customer obsession into everyday talent acquisition and management processes.

According to Lumen's Annie Roberts, Talent Acquisition Operations and Marketing Senior Manager, there were three main experiences they wanted to optimize:

**Candidate experience.** Lumen wanted to create a more customer-like experience for candidates — complete with dynamic, customized content and tailored job recommendations. "Our career site was tough to update; the process was long and expensive," Roberts recalled.

**Recruiter experience.** Some "blind spots" existed for recruiters, creating a lack of clarity that made it difficult to collaborate across teams. A lack of data visibility led to disjointed sourcing and networking. "We had very limited above-the-funnel visibility, and we wanted to enable cross-recruiter sharing of talent," shared Roberts.

**Employee experience.** Lumen wanted to give employees better visibility into internal opportunities and make their search and apply experience easy and hyper-personalized to improve talent mobility and employee satisfaction.

"We needed to be more agile to meet the speed of our business."

## Annie Roberts

Talent Acquisition Operations and Marketing Senior Manager  
Lumen



# The Solution

During Lumen's search for a solution, Phenom stood out as a partner that could help the TA team create a seamless and more customer-focused talent experience. "The idea of a platform that could tie the experience together for candidates, recruiters, and employees was a big draw," Roberts said.

Initially, Lumen implemented the **Phenom Career Site** and **Phenom CRM**, which enabled the team to:

**Optimize their career site in real-time.** Lumen's career site is designed for agility, letting the team easily add pages and drop in new content with the **Phenom CMS**. "We have a very fast-paced ability to make changes and alter pages as we need to," Roberts said. This includes creating campaign-specific landing pages and consistently updating pages with fresh content, such as videos to showcase job roles.

In fact, the use of video has been a major value-add in helping Lumen stay focused on delivering a modern candidate experience, according to Roberts. "As I think about the way people are consuming content today, and how to make sure we're getting relevant content out there, the ability to add videos on the fly is great. We're leaning into it."

**Improve recruiter reach and efficiency.** With their Phenom CRM, all candidate data — external and internal — lives in one place. This gives recruiters a single source of data to draw from, improving sourcing and recruiting efficiency. Not only that, its AI pulls in passive leads as well as partial applicants, allowing them to reach high-quality

talent they previously couldn't. "It gives recruiters visibility into candidates above and below the funnel all in one system, something they didn't have before," Roberts said.

Drawing on powerful data from the CRM, recruiters can create dynamic lists more easily and automate targeted **Phenom Campaigns** to candidate subsets with similar attributes. Roberts particularly loves the ability to send text campaigns to candidates using **Phenom SMS**. "Texting is an important part of meeting candidates where they are, especially for certain roles and segments," she noted.

In addition, **Phenom Chatbot** helps Lumen maintain a 24-hour presence to answer candidates' questions, gives candidates the option to easily apply to personalized jobs, and reveals essential areas of opportunity for career site optimization.

After seeing how their new career site delivered a superior experience for external candidates, Lumen's TA team wanted the same for internal employees. They added **Phenom Talent Marketplace** and **Phenom Referrals** which has helped break through previous internal mobility barriers by:

- Presenting open opportunities to employees based on interests and previous job view and search criteria
- Making it easier for employees to submit and track the status of referrals

"Lumen is a large organization and presenting jobs to employees based on their interests, previous job searches, and skills has been really important," Roberts emphasized.

"Our roadmap for providing a customer-focused talent experience is closely aligned with Phenom's. It's important that we provide a personalized and customer-obsessed experience. Phenom has these tools, and there's a lot of synergy."

**Annie Roberts**







# The Results

Together, Phenom's talent acquisition and talent management tools have helped Lumen stay focused on its mission to digitally connect people, data, and applications quickly, securely, and effortlessly. "Culture and transparency are more important than ever. Now we're able to reinforce that with our talent experience tools," Roberts said.

In fact, since implementing the talent marketplace, *Lumen has been able to fill up to 35% of roles internally*, according to Roberts. In addition, they've seen notable increases in employee referrals, helping Lumen secure more high-quality talent in a notoriously challenging hiring environment.

An added benefit? Since employees and referrals can easily see where they stand in the hiring process, there are also fewer support tickets hitting the TA team's

queue in search of answers — which means more time can be spent on strategic work instead of routine tasks.

From a recruiter efficiency perspective, having a more targeted approach to talent sourcing thanks to an intelligent CRM is making a big impact. In 2022, 38% of new leads in the CRM came from unique Phenom features and Phenom Campaigns drove over 10% of applies to open positions. "It's been critical to helping recruiters through a tough market. They're able to target the right people with the right information and reach out to them quickly," Roberts noted.

The right information is key. "We needed to develop creative solutions to enable undertakings like salary transparency," Roberts said, and Phenom has helped Lumen find creative ways to incorporate dynamic salary information into all job postings.

"Externally, we're equipped to drive the right type of talent into our organization and into roles. Internally, we're doing a better job showing employees the next step in their career and promoting job roles that match aspirations."

**Annie Roberts**

# What Lumen is Achieving With Phenom

“Customer obsession is one of our core beliefs at Lumen. Phenom helps us keep our customers — our candidates and employees — at the center of TA.”

**Annie Roberts**

Talent Acquisition Operations and Marketing Senior Manager

**LUMEN®**

Up to  
**35%**  
of roles filled internally

A thriving talent marketplace empowers more employees to move within the company, increase engagement, and align with the company culture of transparent opportunity.



## Increased referrals

Notable increases in employee referrals is helping Lumen secure more high-quality talent in a notoriously challenging hiring environment.



## Increased recruiter efficiency

Having all external and internal candidate data in one place is a major time saver. Being able to automate mundane tasks and target the right talent with the right messaging at the right time, has been critical while recruiting through a tough market.

- 10%+ increase YOY in career site chatbot conversations
- 9%+ increase YOY in apply click conversion rate
- 10% of applies to open positions from Phenom Campaigns alone



## Increased time spent on more strategic work

More visibility into open roles and application and hiring status decreased support tickets from internal job applicants, freeing up the TA team for more impactful work.



# The Future

What's next for this forward-thinking team? A top priority is implementing **Phenom Hiring Manager** to give Lumen hiring managers more insight and command throughout the interviewing and hiring process — allowing recruiters to focus on being talent advisors throughout the process.

Other plans include expanding **Phenom AI Scheduling**, which is currently being piloted. “The Phenom scheduling tool automates our manual scheduling process, saving time and making scheduling easier and faster,” Roberts said.

**Phenom Talent Analytics** is another capability Lumen TA will leverage further in the coming year. The team currently uses data insights to inform career site updates. “It’s insightful to see what candidates are viewing on the site, with metrics on exit rates and how long they spend on pages,” Roberts said. Next up, they plan to revamp their external career site, using analytics to guide what are sure to be strategic, candidate-obsessed changes.

“Enhancing the experience and the efficiency for all of our talent stakeholders has been instrumental as we march toward the future.”

**Annie Roberts**



Lumen is a multinational technology company that enables companies to capitalize on emerging applications and power the 4th Industrial Revolution (4IR). This revolution is redefining how we live and work, creating an unprecedented need for an advanced application delivery architecture—designed specifically to handle the complex and data-intensive workloads of next-gen technology and businesses.

Recognizing that their people are the ones who make amazing things happen, Lumen was honored to be a top company on the Forbes World’s Best Employers list for 2021.

<b>Industry</b>	Technology
<b>Career site</b>	<a href="https://jobs.lumen.com/global/en">jobs.lumen.com/global/en</a>
<b>Headquarters</b>	Monroe, LA
<b>Employees</b>	36,000
<b>ATS</b>	SAP SuccessFactors



# See the Phenom Intelligent Talent Experience platform in action

Book a demo

## Candidate Experience

Best-fit candidates find and choose you faster. Attract job seekers and broaden talent pools with personalized job recommendations and an intelligent career site.

## Recruiter Experience

Recruiters become wildly productive. Discover and engage top talent with AI, put tedious tasks on autopilot, and maximize your team's ability to streamline workflows.

## HR Experience

HR leaders align employee development with company goals through an intelligent workforce planning solution that allows them to identify skill and competency gaps, manage career frameworks, and identify DE&I opportunities.

## Employee Experience

Employees develop their skills and evolve their careers. Upskill, evolve, and retain your workforce with intelligence and personalized opportunities.

## Manager Experience

Managers build stronger-performing teams with real-time analytics, insights, and collaboration tools.

## HRIS Experience

HRIS teams seamlessly integrate with your HR tech stack — including ATS, HCM, and LMS tools — to create a holistic infrastructure.



# Helping a billion people find the right job.

Phenom has a purpose of helping a billion people find the right job. Through AI-powered talent experiences, employers are using Phenom to hire employees faster, develop them to their full potential, and retain them longer. The Phenom Intelligent Talent Experience platform seamlessly connects candidates, employees, recruiters, hiring managers, HR, and HRIS — empowering over 500 diverse and global enterprises with innovative products including Phenom Career Site, Chatbot, CMS, CRM, AI Scheduling, Video Assessments, Campaigns, University Recruiting, Talent Marketplace, Career Pathing, Gigs, Mentoring, and Referrals.

