

CUSTOMER STORY



Envoy Uses Gem's Data & Analytics to Scale its Fast-Growing Team

Envoy is transforming modern workplaces for hybrid work and safely bringing people together so they can connect, collaborate, and thrive. The company's vision is to create a unified, data-driven workplace that addresses the employee experience by removing the mundane and broken systems throughout the office—especially now, in addressing the needs of the post-pandemic workplace. Envoy's workplace platform has redefined how companies welcome visitors, keep employees safe, book desks and conference rooms, and manage deliveries in over 14,000 locations around the globe. Among their recent products are Envoy Protect, which confirms employees are healthy and helps to coordinate schedules before they come on-site; and Envoy Desks, which gives employees the flexibility to reserve a desk for the days they're in-office to collaborate with teammates.



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Carmen Coleman

Head of Business Recruiting



Company Overview:

- San Francisco, CA (HQ)
- Business/productivity software
- 200+ employees
- Envoy.com
- ATS: Greenhouse

Pain points / Challenges:

- No way to track top-of-funnel activity to understand the work that goes into each hire, to forecast how new reqs will act, and to get the team visibility in the org for the quality of work it's doing
- Needed visibility into their *entire* hiring funnel to know what stages to optimize
- Inefficient workflows (using calendar invites to remember to follow-up with prospects, manually uploading every outreach into their ATS, etc)
- Needed an automated solution that *also* allowed for personalization, so Envoy could scale its fast-growing team through more than one-and-done outreach

Results with Gem:

- The team can present to leadership the top-of-funnel work that goes into every hire (how many reachouts/phone screens/onsites to make a hire)—data that also helps talent leaders make the case for comp increases
- With Gem's Forecasting Calculator and passthrough rates, recruiting leadership can make the case for headcount and other resources
- Conversion rates help the team optimize their funnel by showing them where candidates are dropping out of process
- The team can set-and-forget entire outreach campaigns. Gem auto-logs both email and InMail so recruiters can see the entire messaging history with talent; and candidate data can be one-click uploaded from LinkedIn, GitHub, SeekOut, and elsewhere.

"Envoy was *already* building products for a hybrid world," says Carmen Coleman, Head of Business Recruiting at the company. "Companies are reopening now; they want to do it right. And Envoy is the answer. Which means hiring is very exciting for us right now: we're basically looking to double a lot of our teams." Carmen adds that many of the teams Envoy is scaling—engineering, sales, "even business development representatives"—don't see much inbound activity. "Those roles tend to have very low application rates. They require multiple reach-outs to passive talent if we're ever going to fill them, because sales talent and eng talent is getting a ton of messages every day. So we use Gem, because we're only going to get prospects' attention through personalization and persistence."

Carmen first used Gem at Concero, an RPO recruitment agency across tech and business recruiting, before she came to Envoy. "I resisted it at first," she confesses. "I'm a creature of habit. But then I was tasked with building out an entire sales

team; and there was no way I could hire at that scale without automation.” *Without Gem*, Carmen’s workflow had centered on InMail messaging. “If I didn’t hear back from someone, I put an invite on my Google calendar to remind myself to reach out again. *We could* send mass emails through our ATS. But it wasn’t a sequence; it was a one-and-done outreach. Every outreach—and every candidate—was manually uploaded to our ATS. We’d add candidates to a folder and our interns would download their resumes, upload them to our ATS, and mark the outreach type. It was a highly inefficient process.”

Carmen started evangelizing Gem as soon as she came to Envoy because “I wasn’t going back to a process like that.” The team was using another agency for some of its staffing needs, and *that* agency was using Gem, too. “So between all of us, we helped Envoy see the value of Gem. And thank goodness, because at that point I was the only recruiter on the business side. And when we launched Envoy Protect, we were back on the post-COVID map. Suddenly I was tasked with building the sales org back up. And *then* I was responsible for rebuilding the marketing team... and then we decided to open an office in Denver and another in the UK.”

In the first four months that Carmen used Gem at Envoy, she hired 25 employees alone. *Now* she has a team of four; and they’ve hired 44 new team members through Gem in the first half of 2021. Sourcing is now her team’s best source of hire: In 2020 the team hired 12 sourced candidates, 9 inbound applicants, 7 referrals, and 5 from agencies.

Gem’s LinkedIn integration has been great for the team, Carmen says—not only because they can now one-click upload prospect data rather than losing time on manual input; but also because “our team alternates between InMail and email. I know that a lot of recruiters—tech recruiters, for example—swear by email; and that makes sense. But on the business side, sometimes it’s useful to try InMail first. The fact that Gem logs *that* outreach is amazing; when I go to put someone through an email sequence who never responded to InMail, I now have access to that earlier activity: the whole history of my outreach relationship with them has been auto-logged in one place. Now I can use send-on-behalf-of (SOBO) for those folks who are particularly hard to connect with.

“We hired 34 people on the business side in Q1, and I was able to pull and show conversion rates for those hires. How many applications need to get created for us to hire one person? What do conversion rates look like at every stage of our funnel? These don’t just help me forecast; they also help me put into perspective what’s quietly happening in the back of the house to get these hires. Gem is the first time we’ve had an acceptance rate that we can show to leadership.”

I recently found myself struggling to connect with enterprise AEs and marketing ops; and Gem's SOBO really came through. I started sending on behalf of our CRO for certain people, and I just watched our response rates increase. That's just not a thing you have an option to experiment with in LinkedIn."

What Carmen says she's most excited about right now is Gem's Pipeline Analytics, because—well beyond outreach stats—it's giving her access to the reporting numbers she needs. "We struggled with our ATS when it came to reporting—I couldn't even set up a report on how many offers went out. So I adjusted my team's workflow. They now add all their candidates to Gem; and it's changed everything. All their activity is auto-logged, so I can go in and see weekly stats per recruiter. The UI is simple, the filters and navigation are obvious. Now I can present to my leadership team the activity behind each hire, the work behind the team we're building. We hired 34 people on the business side in Q1, and I was able to pull and show conversion rates for those hires. How many applications need to get created for us to hire one person? What do conversion rates *look like* at every stage of our funnel? These don't just help me forecast; they also help me put into perspective what's quietly happening in the back of the house to get these hires. Gem is the first time we've had an acceptance rate that we can show to leadership."

"For example, I shared this data with the whole team last week," Carmen says, pulling up a PowerPoint presentation full of Gem screenshots. "Gem pulls

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data from our ATS, so we can see that those 34 hires came from nearly 2,200 created applications—both inbound and outbound. 397 phone screens came from those, and down the funnel, 43 offers went out. This data puts everything into perspective. The entire team was clapping when I shared these numbers—this is the work that just two-and-a-half of us did last quarter. Our hiring managers now understand what goes into getting their new hires. Until Gem, they really only understood the work that went into the phone screen stage, because a lot of them are screening candidates themselves. But the top-of-funnel process is pretty dark for them. Now I can show them these beautiful funnels and say: *This* is what we had to do to get here. It's also the first time my team has felt like it has visibility in the company for the amount, and quality, of the work it's doing."

That top-of-funnel visibility is a critical use case for Carmen because she wants her team to feel valued and equitably compensated. Pipeline Analytics has allowed her to use Gem to propose salary increases for her recruiters. "I pull pipeline data from

Gem to explain to my team why their comp is being realigned, and I bring that data to conversations with leadership. It gives me hard numbers for when I go to bat for the team. And there are other ways that data allows for visibility at Envoy. Envoy Extras is our employee recognition program. Once every quarter we nominate and recognize specific employees. I got an Envoy Extra for one of my recruiters last quarter by pulling Gem data to show how much work she's done."

Analytics has served Carmen equally well when it comes to conversations with leadership around headcount. Thanks to Gem's Forecasting Calculator and passthrough rates, she knows how much work her team will have to do to fill a given req. "I use passthrough rates to build out my resourcing spreadsheet every quarter: how much headcount do we have, how many placements do we need to make that quarter? Gem essentially tells me how many hours of work we'll have to put in to suffice a new headcount. Based on historical conversion rates for that role, I know how many outreaches my team will have to make, how many phone screens, how many onsite, how many offers extended to get an offer-accept. As soon as you have that data, you know whether you're under-resourced or not. So if I need to go to leadership and say, I need more sourcers if we're *really* going to hire this many people, Gem has already made the argument *for* me."

With Gem's passthrough rates, Carmen and team have been able to optimize certain funnel stages. "Looking at conversion rates after hiring manager screens, for example, shows how well recruiters are calibrated with their HMs," she explains. "The higher the conversion rate from HM screen to technical screen, the better the alignment is between the two. If it's low, there's some miscommunication there; the recruiter isn't sending on people that the manager is excited about. Down the road, that means lost trust. So as soon as we see conversion rates drop at that stage, we intervene with a suggestion to recalibrate." Similarly, Carmen says, it's a flag if candidates are passing the *HM* screen but not the *technical* screen. "It means either the HM isn't aligned with the



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experience level they’re looking for, or the exercise is too rigorous for that experience level. Maybe the data shows us there’s a superfluous stage in our process, the whole journey-to-hire is too long. Gem shows us where candidates are opting out, accepting offers elsewhere. That’s *huge*. None of these are things that gut instinct will tell you.”

Carmen emphasizes the importance of data at Envoy. After all, their CEO, Larry Gadea, often talks about building a world in which the workplace is less gut-driven. “So data is part of our DNA,” Carmen explains; “it’s how we make every decision. And it’s been powerful to see how Gem fuels data-driven communication between TA and other teams. Our Sales Ops Manager built out a spreadsheet that tracks the sales hiring we need to do from a

revenue perspective: How much revenue is each of those roles expected to bring in, and what are we losing each day a role isn’t filled? I can export my previous week’s activity and my current week’s activity directly into a CSV from Gem, and drop it into that spreadsheet. And then I can sit down with Sales Ops and measure activity against hiring date to know how much revenue we’re losing or gaining. All of that comes from Gem’s pipeline data. It’s what my C-levels want to see as well: current openings, number of hires on-track, number of hires off-track. And, most importantly: what does all this mean for revenue?”

Gem’s team has recognized “how important data and insights are to the work we do in talent acquisition,” Carmen adds, “not to mention how much value we bring to the table when we can deliver it. I look forward to the growth ahead of us, knowing we’ve got this tool that’s giving Envoy all the insights we need.”

To learn more about how Gem can help your team, visit gem.com or contact us at info@gem.com

