



“Before, onboarding a new associate would take 60 to 80 interactions. Now, we’ve brought that down to fewer than eight.”

—Brian Wagstaff, Director of Technology Services, Overstock.com



#### Headquarters

Salt Lake City, UT

#### Industry

Online Retailer

#### Highlights

- Combined the strengths of ServiceNow and Workday to automate onboarding
- Now has the strategic organizational ability to scale onboarding to an enterprise level
- Extended partnership to support more efficient and accurate offboarding processes

## Overstock.com Ensures Every New Employee Hits the Ground Running

### Together, ServiceNow and Workday Automate End-to-End Onboarding Processes

Overstock.com is a leading online retailer based in Salt Lake City, Utah. The company sells more than 2,000,000 products on its website, offering discounted prices on furniture, rugs, bedding, electronics, clothing, jewelry and other goods. Founded in 1999, the company has revenues of more than \$1.6 billion and employs in excess of 1,500 associates.

Due to its robust growth, Overstock.com continues to hire more than 300 professional associates every year. When these new associates come on board, they need to hit the ground running—with somewhere to work, a laptop, an email account and access to various corporate systems. Human resources, IT, and facilities all need to work together to be ready for each hire’s first day on the job.

#### Four Years of Productivity Lost Because of Manual Onboarding

As with many organizations, Overstock.com onboarded its new associates manually. This process was incredibly time consuming and error prone. According to Brian Wagstaff, Overstock.com’s director of technology services, “For each new associate, it took at least 60 to 80 interactions to get everything in place. We had to perform last-minute miracles, and even then we weren’t ready. On average, new hires wasted three days waiting for everything they needed. With the number of people we hire, we were losing 1,000 days of productivity every year.”

#### The Combined Power of ServiceNow and Workday

Overstock.com was already a ServiceNow customer. So, when they decided to use Workday to manage their HR processes, they immediately saw the benefits of integrating the two platforms. Wagstaff says that, “Workday is great at driving HR workflows, and ServiceNow is great at automating IT and other enterprise processes. By bringing the two together, we could completely transform how we onboarded new associates.”

Now, when a new associate is hired, Workday handles all of the HR activities and ServiceNow handles the rest. Workday simply sends data to ServiceNow, identifying the associate’s name, department, and title, along with other key information. Based on this data a role is identified and ServiceNow knows exactly what the new associate needs. For example, it tells the facilities manager which type of workspace to allocate, tells the IT department which hardware bundle the new associate needs, and automatically creates employee accounts and application access. ServiceNow tracks all of these activities, ensuring they are completed before the associate’s first day.

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- Brian Wagstaff  
Director of Technology  
ServicesOverstock.com

#### **Automated and Self-Maintaining**

Wagstaff says that, “This is an incredibly simple integration and we’ve seen huge benefits. We’re nearly always dead on from an accuracy perspective—which means that associates have what they need from day one. And, because everything is automated, we know we can scale. We’re not afraid to hire 400 or more people if we have to – we’ve built a strategic organizational capability that can do this.”

Wagstaff continues, “The beauty is that the whole solution is self-maintaining. HR needs to create new job profiles all of the time—whether that’s for new permanent hires or contractors. Workday simply sends the new role to ServiceNow, and ServiceNow gives the new associate a default set of entitlements. ServiceNow then asks the associate’s manager what they would like to add or change and updates the role’s entitlements automatically. HR doesn’t have to get involved in the entitlement details for each new job profile, and the next time HR hires for the same role all of the entitlements are already there. And when an employee requests something new, ServiceNow asks their manager if this should be added as an entitlement—which means that our roles are getting smarter all of the time.”

#### **Beyond Onboarding**

Overstock.com has already extended this combined Workday/ServiceNow solution to support the offboarding process. ServiceNow keeps a full list of each associate’s assigned assets, so that HR knows exactly which equipment an associate has to return when they leave. Their next step is to tackle the internal transfer process, making sure that associates receive any additional entitlements when they move into a new role. Managers will also be able to decide which entitlements an associate should retain from their previous role.

Wagstaff sums up the experience this way, “For Overstock, integrating ServiceNow and Workday was a no-brainer. HR benefits, IT benefits, and—most importantly—our associates benefit. Everyone should do this.”