








# Transforming talent acquisition to support business growth

## Quick facts

-  **Name:** Belle Tire
-  **Industry:** Automotive retail
-  **Employees:** 2,100+
-  **Headquarters:** Allen Park, Michigan
-  **Product:** ADP® Recruitment Process Outsourcing (RPO)

Learn more about Belle Tire  
at [belletire.com](http://belletire.com)

Founded in 1922, Belle Tire provides tire, wheel and automotive services in 120 locations across Michigan, Indiana and Ohio. David Nelson, Director of Talent Acquisition for Belle Tire, discusses how ADP Recruitment Process Outsourcing (RPO) helps Belle Tire successfully recruit difficult-to-fill positions to execute on its growth strategy toward building a national brand. Here is David's story:

## Growth drives need for processes

For almost 100 years, Belle Tire has been a family-owned business intent on delivering service with heart. As our company began to transition its leadership to the family's third generation, they also sought to implement a growth strategy. However, at that time, the company had an overall payroll function where traditional HR was viewed as an administrative function managed by operations, leadership or store managers. This led to process inconsistencies, potential compliance concerns and a poor candidate experience when recruiting and onboarding employees. Other concerns included the lack of an effective sourcing strategy, processes or metrics for acquiring talent, onboarding structure and minimal HR policies in place. Our executives quickly realized we needed to develop more sophisticated HR systems and consistent processes for hiring.

## How to fill difficult positions in a tough labor market

There was so much we needed to accomplish — policies, process, structure — it was like, where do we start? We knew we had to view HR as a customer service organization to serve our stores and operations team. We began to research solutions, but neither me nor my boss were familiar with RPO, so we didn't even know companies like ADP existed. My boss had heard from someone that a competitor had been a client of ADP's at some point, so we decided to reach out.



We are building the customer-facing view in ADP Recruiting Management. Our managers see more of the process and we've done more training to help make the process clear from beginning to end.

**David Nelson**  
Director of Talent Acquisition

### **The business case came naturally**

We had so much to accomplish so quickly. I had limited experience in a traditional recruiting function and my manager was more of an operations practitioner and a VP, not an in-the-trenches recruiter. We were not recruiting experts, so we weren't the ideal ones to build that function, nor did we think we had the skills to deliver what we needed. When we heard about the concept of RPO, it was very enticing to put in place a structure and process that could scale to the seasonality of our business. This was also right about the time that the company was growing, and we realized that with any growth, we needed a better support structure to sustain it long term.

The hardest piece of our business case to sell in the beginning was the cost. We weren't spending much of anything, but we also weren't doing what we're doing now. These were added costs. Our executive team was willing to make the investment because they recognized the need for structure to support our growth. We're realistic about where we are as a company. We knew we weren't doing the right thing, and that we needed to make a change.

### **Managing transition resistance**

As we began to transition to RPO, the economy was picking up, the labor market was really tightening, and we were feeling the pain. We're in a niche industry that not everyone can see themselves working in. Automotive technicians are an aging workforce in a very competitive field.

We were paired with an implementation specialist to see what we had in place. We really leaned on the ADP implementation team and did our best given what we knew at the time. We provided job descriptions and whatever was needed to help each other be more informed, but we didn't know what we didn't know. We were a bit of an open slate looking for best practices and recommendations.

With ADP's help, we put together a rollout and training plan for our organization. We viewed this more as a training on a system and process, but some thought it would solve all of our recruiting challenges. We originally overlooked explaining the function and strategy behind what we were doing: finding a higher quantity of better-quality candidates. The rollout had some mixed results. Change can be hard on an organization, especially when people are used to doing certain things themselves. Some were resistant to having to learn new processes while those who were less tech-savvy viewed having to learn a new system as a hurdle. We reminded our team that our core function as a business is to take care of our retail customers; we want managers focused on taking care of customers and their teams, not on sourcing and screening applications.

### **RPO delivers in a tight labor market**

As it turns out, the technology is super easy to use. We are building the customer-facing view in ADP Recruiting Management. Our managers see more of the process and we've done more training to help make the process



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clear from beginning to end. We're now hiring 1,300 people each year in a challenging environment and while we still have some challenging positions to fill that require us to review our strategy and processes, there are minimal hiccups.

Before ADP, we didn't know how long it took to fill positions. Each store had requisitions open at all times, so it was hard to say how successful we were in terms of time to fill. Store managers were excited when they could hire someone and get them started right away. While it may seem beneficial to start the candidate ASAP, that is not always the best candidate experience. Now, we have visibility into our cycle time in which our time to offer is averaging 26 days.

### **Standing out from the competition**

With several well-known national competitors, we challenge ourselves to do things differently so we can win against such big competitors. We're successful, especially in new markets, because we present ourselves as professionals down to our facilities and the customer service experience. Our customer service is top notch, our buildings are clean, and we match that with a level of fun in the culture and in our professional recruiting experience. Feedback indicates these things make us stand out. We still have that family-owned heart behind who we are, and our regional managers have done a great job of getting to know our people and connecting with them to spread our culture. We're opening new stores and they're staffed, which points to success at what we're doing. It is enabling our growth.

### **The value of a strong partnership**

I still consider myself early in my career and was, and am, still super thirsty for knowledge and experience. Having the support of ADP industry experts at this point in my career has enabled me to challenge myself more to be on point with the ADP team. It has pushed me to get my master's degree and AIRS certification.

*Our business has forced me to grow, and it's been good to have the ADP team to lean on. I get a lot of recognition, but it's not all me. I'm super lucky, and I question if I would get the recognition I get without the ADP partnership and the opportunity to keep learning.*

### **Breaking through at work**

Professionally, when I look at what motivates me, our core function as a company is about helping people. I take that aspect of my role very seriously and do everything I can to take care of my customers (the stores) so they can support our customers. We have a lot of growth coming and our industry isn't getting any easier to staff, so I want to keep learning to evolve our talent



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acquisition strategy. We've been successful to this point but as we grow, the challenges will grow and be greater, so I want to be prepared and set up this function to be successful.

### **Building a better world at work**

As a department, we are always looking to make the store employees' jobs easier so they can focus on the customers and their families. We have heart behind what we do. One of our core values is, "we are they." In that value, there are no boundaries. There is no separation. We're large but we're still very small. The way we've structured our leadership, we want to keep the element of the people side of the business and to know our people.

Another core value is "walk the walk." The family members who work for the company, regardless of where they work, each have all been in entry-level positions in the store at some point. All went through a two-year rotation in the store to understand our day to day operations. They are truly a part of the team.

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