

The logo graphic consists of two curved, overlapping shapes. The top shape is a light blue swoosh that curves upwards and to the right. The bottom shape is a dark grey swoosh that curves downwards and to the right, appearing to be behind the blue one.

ascena
retail group inc.

History of Ascena Retail Group

Ascena's history starts with **dressbarn**. In 1962, Roslyn Jaffe, mother of three, opened the first **dressbarn** store in Stamford, CT. At a time when women were wholly underrepresented in the workplace, Roslyn dared not only to work, but also to launch a new era in women's fashion. Soon after the inception of the business, her husband Elliot joined Roslyn and together they built the business as well as a reputation for quality, style, value, and customer service.

The company has gone through significant changes in the past 50 years, but Roslyn and Elliot Jaffe remain actively involved in the business. David Jaffe, their son, is now the CEO of Ascena Retail Group. Roslyn and Elliot Jaffe continue to be a source of inspiration and courage for the company.



Timeline

- 2005: dressbarn acquired maurices.
- 2009: Tween Brands acquisition
- 2011: Ascena Retail Group, Inc. is formed
- 2013: Charming Shoppes (Lane Bryant & Catherines) acquisition
- 2015: ANN, Inc. acquisition



Ascena Retail Group

ascena Retail Group, Inc. is a leading national specialty retailer of apparel for women and tween girls, operating through a family of wholly owned subsidiary brands:

dressbarn, maurices, Justice, Lane Bryant, Catherines, Ann Taylor, LOFT, and Lou & Grey!

- nearly 5,000 stores throughout the United States, Puerto Rico and Canada
- Approximately \$7.3 billion in revenue
- 67,000+ employees



Ascena Retail Group

Although each brand is truly unique, we all share a common goal—

We help people feel good about themselves.



Our Core Purpose

We are a family of brands that respects and serves women and girls.

ascena's unique portfolio of fashion brands is dedicated to helping women put their most confident selves forward every day.

Our brand CEOs are entrepreneurs with talented teams committed to serving our clients. Our mission is to cultivate an emotional connection to the women and girls we serve.

ascena values innovation, collaboration and agility. We operate with integrity and in a socially responsible manner.

We are passionate about giving back to the causes that are meaningful to women and girls.

At **ascena**, we make women's brands better.

How we Engage

- Integrity
 - Honesty, fairness and transparency guide our every action.
- Excellence
 - Continuously elevate, improve and have the highest expectations for ourselves, customers, and fellow associates.
- Respect
 - Respect everyone, value differences, and look for opportunities to collaborate.
- Passion
 - Serve as a catalyst for positive impact and change.
- Community
 - Demonstrate and live the principles of care and giving back – both internally and externally.



#ImNoAngel



#PlusIsEqual



#ThisBody

In the News

- Lane Bryant
– Empowering women
- #ImNoAngel
- #PlusIsEqual
- #ThisBody

Live Justice

<https://youtu.be/N5woAIV5JM8>

Today's GIRL Inspires us!

She is at the center of everything we do. Live Justice is about her!

We celebrate her style and individuality and all that makes her unique and special. We believe she can be anything she wants to be. She is independent, strong and fearless.

Every girl has the power to change the world. Every girl is awesome! We love that she chooses to live active, smart, together creatively, positively and connected.



What makes us unique?

- 6 unique brands in one product instance
- 14,000+ active users, all over the US
- 3 Location Types
 - Field
 - Retail Stores across the US, approx 5,000 locations
 - Corporate
 - 9 locations across 5 states hiring for both traditional & creative roles
 - Distribution Centers
 - located in 3 different states
- 40,000+ hires per year
- Shared Services platform

Ascena Shared Services Group



Talent Acquisition History

- Implemented prior ATS in 2011 for 3 brands
- Implemented Kenexa in 2013 for 5 brands plus ascena SSG
 - BrassRing and Legacy Onboard
 - “Big Bang” implementation for all HR systems for 2 of the brands
 - Technology limitations – uncontrolled variety & varying internet connections/speeds
 - Rocky/Challenging
 - Search for Consensus

Talent Acquisition History

- Post-Implementation
 - Firefighting mode
 - Tickets... Tickets... Tickets... Open for MONTHS
 - Did I mention tickets? Oh, and RFE's
 - BROWSER COMPATIBILITY ISSUES
 - 40%+ experienced browser compatibility issues
 - Support Center staffing/Virtual Desktops & screen shares
 - User and candidate frustration
 - Quiet stakeholders... Vocal Store Users

Change

- We NEEDED change
 - “We’re not getting any candidates”
 - Candidates can’t find reqs for the stores they want
 - New hires can’t complete the paperwork without calling for help
 - Process is too complicated. Losing candidates to ___name a competitor___ down the hall.
 - \$7B company and you can’t complete your paperwork on a Mac? Can’t complete your application from a mobile device?

Change

- We were unhappy
- Callie went to Summit 2015
 - Why should we stay?
 - Why am I here? TS Implementation in DAYS
- Post-Summit 2015
 - Talent Suite Tips & Tricks for Implementation
 - Digital Analytics
 - Responsive Apply
 - The Purple Unicorn & the 7-wheeled car

Change

- We NEEDED change
- Our first change was upgrading to Talent Suite Onboard from Legacy Onboard
- The implementation of Talent Suite in October 2015 gave us the time and resources to devote to evaluating and improving our system and process
- Plan for change started January 2016
- We're still working through our plan

Change

- Our Approach
 - Partnership
 - Stakeholders
 - System Users – Hiring Managers & Corporate Recruiters
 - IBM/Kenexa
 - System
 - Multi-phase audits
 - Process Evaluation
 - Training & Change Management
 - 6 different sets of materials/delivery methods
 - Sustainability in a high-turn industry

CHANGE: Partnership

- Re-engage Stakeholders
- Connect with system users
 - Feedback via survey & focus groups
- IBM/Kenexa
 - Create a partnership with CSM/CSL
 - Network with other clients
 - Participate in client calls

CHANGE: System

- Talent Suite Implementation
 - 43% decrease in the amount of time for a new hire to complete tasks
 - Browser Compatibility Issues – Bye, Felicia.
 - Workflow optimization
- Mobile Applications – Responsive Search & Apply
 - Continuing to see a higher number of candidates coming through each month without seeing a spike in calls
- Multi-phase system audits
 - Onboard Review
 - BrassRing Review

CHANGE: Training

- Anyone have any success stories to share with us?
- Kenexa Spotlight
- Kenexa is not your recruiter. You still have to recruit!
- Planned releases. Get the most bang for your training bucks
 - Make invisible changes as soon as functionality allows to improve candidate experience and flow

Measuring Progress

- Talent Suite Onboard Stats
 - Time for new hire to complete tasks
 - Q4 YOY – 43.5% decrease
 - Q1 YOY – 56.1% decrease
 - Q2 YOY – 58.5% decrease
 - Overall time for Onboarding
 - Q4 YOY – 15.59% decrease
 - Q1 YOY – 24.8% decrease
 - Q2 YOY – 26.4% decrease

Measuring Progress

- Mobile Stats
 - Two brands have seen candidate increases from 55% to 97%
 - Overall, almost 19% increase in total candidates with only 4 of 6 brands on Mobile (May – July: non-peak hiring)
 - Candidate calls to the Support Center:
 - 5% decrease after 1 brand went live
 - 25% decrease after 4 brands live
 - The number of candidates applying has increased

How are we doing so far?

- Digital Analytics Implemented
 - We're in the hardest part right now... Waiting for data.
- Field Survey in progress
- Onboard MVF
 - Focus on manager/recruiter experience

What's Next?

- BrassRing Review
- Continue measuring progress
- Digital Analytics to drive brand decisions