



ERICSSON

TALENT ACQUISITION TRANSFORMED

Driving Innovation from Methods to Measurement

#SHRM15

@mattkaisersd

AGENDA



- I. Who is Ericsson
- II. Aligning strategy with business goals
- III. The journey from methods to measurement
- IV. Key takeaways
- V. Q&A



TRANSFORMATION:

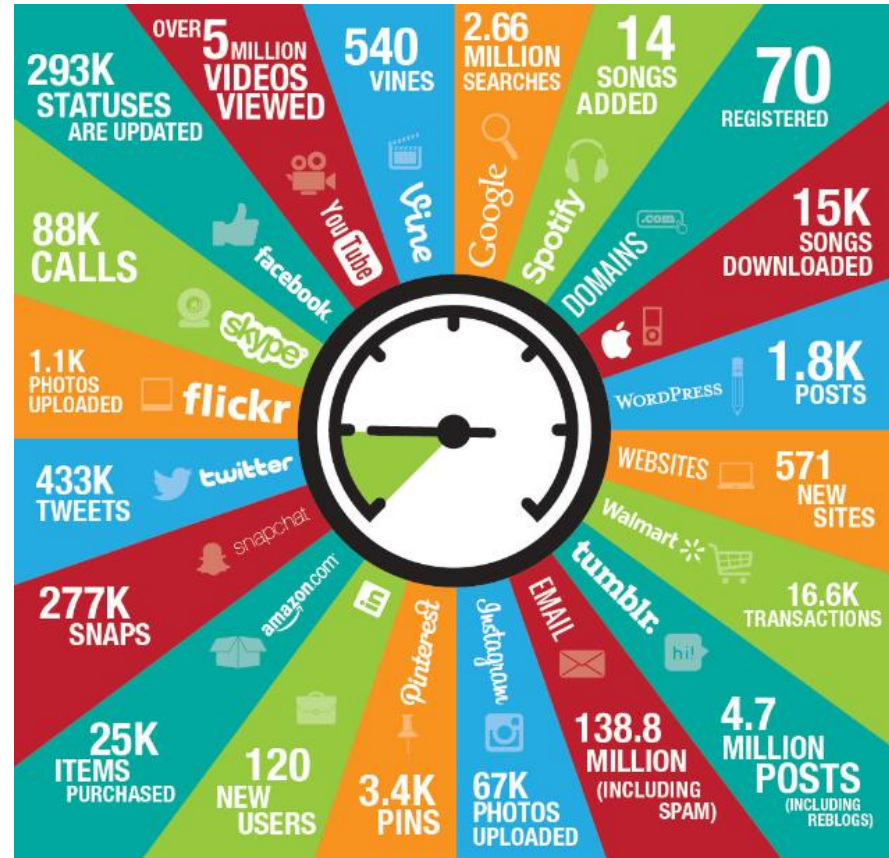
“A marked change in form, nature or appearance.”

-Oxford

ONLINE IN 60 SECONDS



- › How does your audience find your message?
- › What does your audience think about when they see your message?
- › What does your audience do when they read your message?



By 2020, customers will manage 85% of their relationships without talking to a human.

WHO IS ERICSSON?



- › World leading provider of information and communications technology and services
- › Over 135 years of experience
- › 40% of the world's mobile traffic passes through our networks
- › 10 regions globally & 110,000+ employees
- › Customers in more than 180 countries
- › We're enabling unique solutions in healthcare, education & humanitarian efforts
- › We don't just connect places and people – but also machines and devices
- › Fifth largest software company in the world





CHALLENGES AND BUSINESS GOALS



- › **Moving from telecoms to ICT:** ensure candidates understand who we are and what we do
- › **Business model transitioning:** align Talent Acquisition model with global structure (centralized) vs. regional structure (decentralized)
- › **Minimal employer branding:** focus on centralized message and communication channels
- › **Collaboration and alignment:** ensure our message and strategy are supported by Communications and key stakeholders

EMPLOYER BRAND PROCESS



- **Analysis of internal materials and benchmarks**

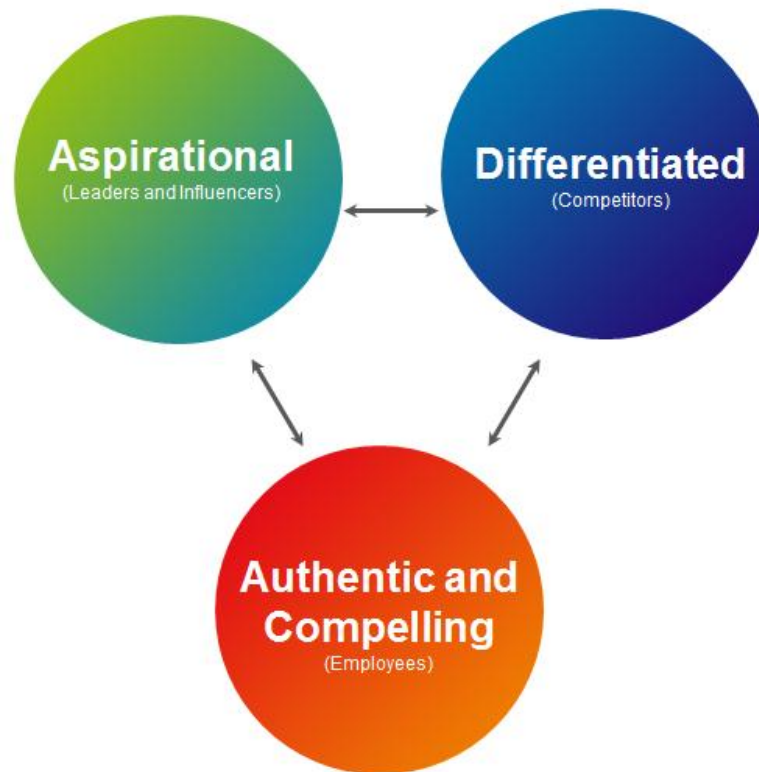
Existing research, employee surveys, programs, core values

- **Qualitative research:**

Interviews with employees, external focus groups

- **Competitive analysis:**

Analysis of competitors for global talent



EMPLOYER BRAND MESSAGE



GLOBAL

HUMAN

IMPACTFUL

EXPANSIVE

EMPOWERING

YOU + ERICSSON

YOU help shape our success.

YOU will contribute to our culture and
reinforce our values.

YOU will help drive change and shape our
contributions to society and sustainability

YOU will contribute to something bigger.

Discover what makes
YOU + ERICSSON
a powerful combination.

COMMUNICATING OUR MESSAGE



Research



Scope & Plan



Resources



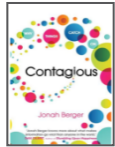
Metrics

RESEARCH & DISCOVERY



RESEARCH

- Target Audience
- Blogs / articles



ERICSSON

- Digital & social platforms
- Recruitment strategy
- Ambassador Program
- Goals
- Best practices
- Awards

COMPETITORS



BEST PRACTICES



SUPPLIERS



TA Communication Strategy

OUR SCOPE



EMPLOYEES

Education
Communication
Engagement

ONLINE AND DIGITAL

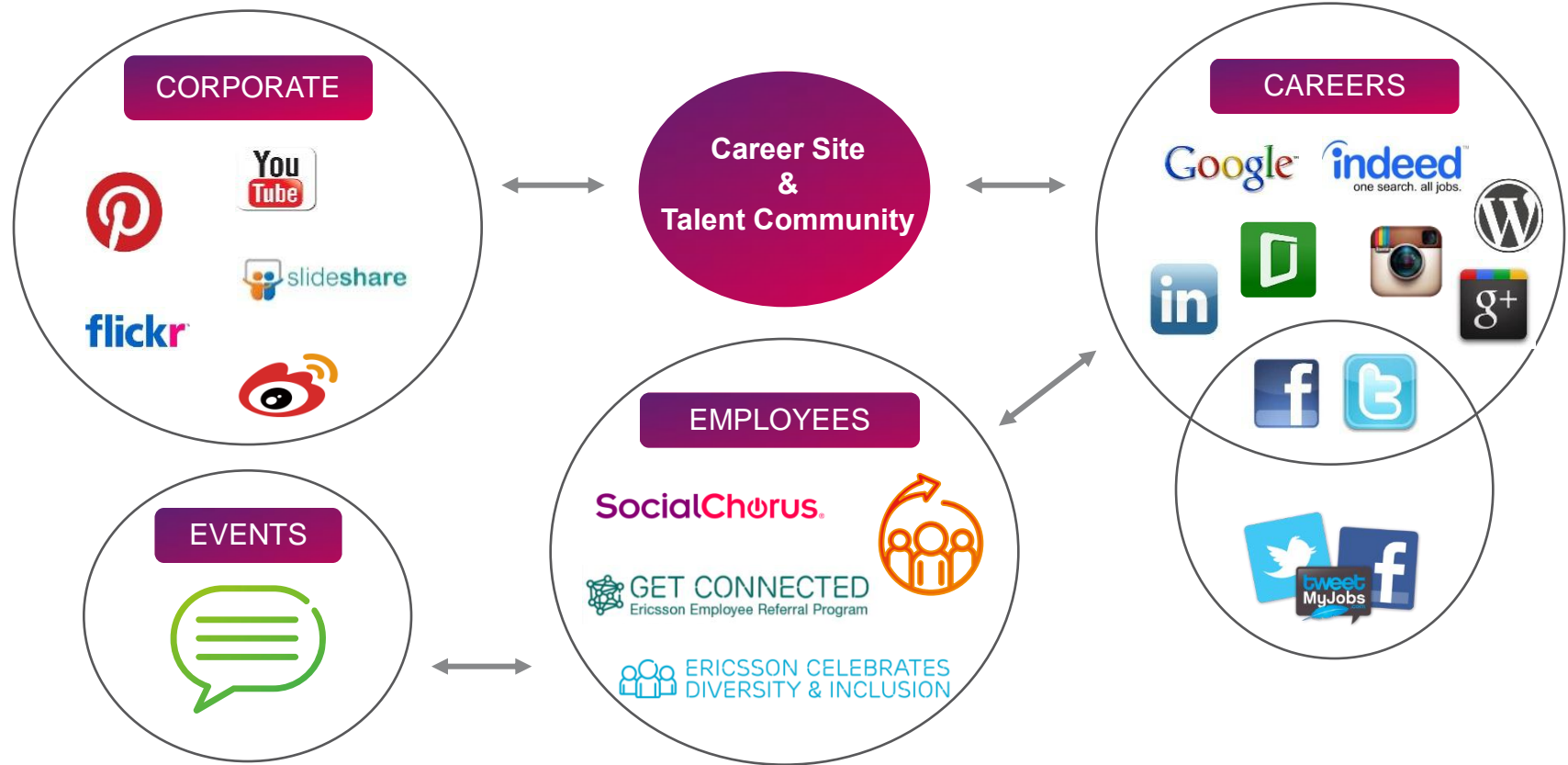
Career Site
Talent Community
Social Media
Search

OFFLINE AND EVENTS

Traditional (F2F)
Conferences
University Engagement

Channels: will reach active, passive and diverse talent and will be based on experience, geography & business area / role.

ACTIVATION



RESOURCES

TALENT STRATEGY TEAM




70% of people trust brand
recommendations.

10% of people trust advertising.

EMPLOYEE PORTAL





OPPORTUNITY
YOU DEFINE A BORDERLESS WORLD
Discover what makes YOU + ERICSSON
a powerful combination.

Employment

Employer Brand and Employer Promise

Employer Brand Architecture

Guidelines & Templates

Training

Employee Referral Program

University Branding and Engagement

Diversity and Inclusion

Communicating our Employer Brand

Employee Testimonials and Employer Brand Videos

Awards and Accomplishments

Promotional Products

Contacts

Add subpage

Employer Brand and Employer Promise

by: Matt KAISER, GF Human Resources | Details


Dear Ericsson Employees,

As we continue to realize our vision of being a Networked Society, there is one vital component that is the key to helping us get there — you, the employee.


As an ambassador of the Ericsson employer brand, you are a crucial link in connecting potential future employees with the Ericsson message and all the opportunities that we have to offer. Whether you are talking to a recent graduate or an experienced candidate in any region of the world, we want to arm you with all the information you need to successfully convey the key points of our message.

As an Ericsson employee, you already know the importance of working alongside the best and brightest colleagues. As an Ericsson employer brand ambassador, we want you to be able to convey the clear message that YOU + Ericsson is the powerful combination that drives Ericsson to success.

Thank you for all you do in helping us to express the best of Ericsson to the world.
Sincerely,



Bina Chaurasia
SVP and Chief Human Resources Officer




Employer Branding Guidelines and toolkit - Guideline

ericsson.com

GF Human Resources

by Matt KAISER

Approved




Employer Branding Templates

ericsson.com

GF Human Resources

by Matt KAISER

Approved




Employer Brand User Guide and Toolkit (pdf)

GF Human Resources

by Matt KAISER

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Employer Brand Architecture (pdf)

GF Human Resources

by Matt KAISER

Approved

EMPLOYEE TOOLKITS



EMPLOYEE TOOLKIT

Please click above to activate video.

EMPLOYEE ENGAGEMENT



Dear _____

As an Ericsson employee, you are our most important ambassador. Now, we're inviting you to share your professional experiences and values all over the world. But first, here's a reminder of some principles that guide us as a company.

Our employer promise reflects the people, ideas, culture and solutions that make Ericsson a great place to work. It's made up of five core elements:



OUR EMPLOYER BRAND

We've developed a framework that supports all of our efforts to recruit, train, and retain great people like you. It's more than just a logo or tagline. Here's a great shorthand way of understanding our employer brand.



LEARN EVEN MORE ABOUT OUR EMPLOYER BRAND



MAKE YOUR VOICE HEARD

We're a company that thrives on connection, and we need your help to attract more great people like you. Help us show the world what it's like to work at Ericsson.



ericsson.com/careers

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This can help learn more about our employer branding strategy.



THE POWER OF NETWORKING

Dear _____

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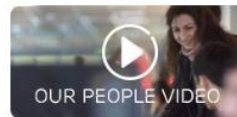
OUR EMPLOYER BRAND

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Learn even more about our employer brand.

- [Employer Brand Portal](#)
- [Employer Brand User Guide](#)
- [Employer Brand Infographic](#)



MAKE YOUR VOICE HEARD

We're a company that thrives on connection, and we need your help to attract more great people like you. Help us show the world what it's like to work at Ericsson.



ericsson.com/careers



MEASURING RESULTS



HEALTH CHECK

- Employee Engagement: 77%
(Global Norm: 69% / ICT Norm: 67%)
- Attrition: ~5%
- Sourcing Channels
 - 15% increase in social media applicants
 - Social networks consistently a top 3 source of hire
- Career Site Traffic & Engagement
 - #1 source of hires
 - Career site visitors account for 30% of .com traffic
 - Bounce rate steadily decreasing
- Employee Referrals
 - 10% increase in referral hires in less than one year
- LinkedIn Talent Brand Index (TBI)
 - 3% increase in TBI












VISIBILITY

- Employer Awards
 - >50% increase in employer awards
 - Awarded “Best Place to Work” in 2014 based on Glass Door reviews
- Non-Employer Awards and Achievements
 - CSR, Innovation, Technology
- Social Media Followers, Reach, Engagement and Sentiment
 - 30% increase in LinkedIn followers YOY
 - 20% increase in Twitter followers in 2014
 - Significant increase in Facebook likes and engagement
- Glass Door
 - Increased CEO rating from 87% to 89%
 - Responded to over 100 reviews
 - Increased Glassdoor diversity page views 20% in less than 6 months












EMPLOYEE BRAND AMBASSADORS



Top Ambassadors

	Name	Twitter	Company Mentions	Company Retweets	Potential Impressions
	Francisco Morales	@moralegt	431	1	39221
	Ricardo Marquez B	@riomazbaa	176	1	168080
	Tonny Uhlin	@tuhlin	134	20	34840
	Warren Chaisatien	@warren_chai	76	7	39672
	Paul Cowling	@paulcowling	75	9	38100
	@Joel Frey	@cypresswalls	69	5	113712
	Stacie Pham	@staciepham	57	32	12825
	donnaflores49	@donnaflores49	55	8	7315
	Maya Hamad	@hamadmaya	44	6	6380
	Jeanette Irekvist	@jeanetteonline	36	1	2232
Total:			1,153 (2,010 total)	90 (255 total)	462,377 (837,633 total)










Potential Ambassadors

	Name	Twitter	Klout
	Jared Jordan	@jaredjordan	55
	Jari Arko	@jariarko	50
	Nora Denzel	@ndenzel	49
	Christine Luby	@christineluby	49
	Per Karlsson	@per_k	45
	Paolo Cecchini, PMP	@paolo_cecchini	45
	Nick Kosmatos	@nkosmatos	44
	Enol Cordero	@enol1991	44
	Michiel de Romijn	@michielderomijn	43
	Cristian Norlin	@cristiannorlin	43

COMPETITIVE ANALYSIS



Rank² ▲ Company ◆ Employees on Twitter² ◆ % of Total² ◆ % Active² ◆ Followers² ◆ Tweets² ◆ Company Tweets

39		Samsung Electronics	335	0.4	32.5	165,351	3,200	334
40		AMD	92	0.9	52.2	58,542	2,196	416
41		Symantec	439	2.0	37.6	133,487	4,031	471
42		Hewlett-Packard	1,399	0.4	39.2	650,361	21,328	1,193
43		Ericsson	756	0.7	42.7	123,541	11,164	1,752
44		Qualcomm	143	0.5	33.6	35,486	1,364	84
45		Teradata	125	1.2	25.6	22,056	551	88
46		Alcatel-Lucent	368	0.7	39.1	48,655	3,687	217
47		Motorola Solutions	137	0.9	26.3	20,059	1,200	64

KEY TAKEAWAYS



- › Ensure your strategy is business driven
- › Conduct research to support ideas & drive transformation
- › Know your audience, tailor messages & adapt channels
- › Encourage employees to be social advocates
- › Measure results and continue to evolve

The right moment...

THANK YOU!

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Matt Kaiser



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