

Case study: Recruitment as a key strategic advantage

SIEMENS

Company overview

Siemens AG is a global technology powerhouse that has stood for engineering excellence, innovation, quality, reliability and internationality for more than 165 years. The company is active in more than 200 countries, focusing on the areas of electrification, automation and digitalization.

Siemens is no. 1 in offshore wind turbine construction, a leading supplier of combined cycle turbines for power generation, a major provider of powertransmission solutions and a pioneer in infrastructure solutions as well as automation, drive and software solutions for industry. The company is also a leading provider of medical imaging equipment – such as computed tomography and magnetic resonance imaging systems – and a leader in laboratory diagnostics as well as clinical IT.

Challenge

Today, our planet faces unprecedented new challenges from rapid population growth and demographic changes, to expanding cities and rising energy demand.

To tackle the aforementioned challenges, Siemens has created Vision 2020, a strategic plan that positions the company for rapid growth in key areas in the decades to come. By positioning the company along the value chain of electrification, automation and digitalization, Siemens has identified several growth fields in which it sees its greatest long-term potential.

The path forward will require the very best talent. And Siemens is determined to lead the way as an employer of choice with people who want to make a difference.

Approach

In order to prepare the company for future growth and to continue leading the industry, Siemens is looking to transform the way they acquire the best talent:

- **Employer branding**
Social media has turned the top-down model of brand communication on its head. Companies do not 'own' their employer brand anymore. Instead, it is a complex mix of what you, your employees and candidates have to say about you. Embracing social media is no

“We need people who can tackle the great challenges of our time.”

longer optional. In the digital age, online conversation matters - and Siemens wants to be part of it. Smart data, social dialogue and targeted messaging are the tactics of choice for Siemens' global employer branding department to position the company as an employer of choice.

- Proactive recruitment

Siemens realized that, in today's job market, the old post-and-pray method of finding candidates just isn't enough. They need to look beyond the industry to approach passive talent with adaptable skills.

They are doing so by proactively engaging passive candidates, using a variety of different LinkedIn tools. LinkedIn Recruiter gives access to a huge global talent pool and helps to identify, pipeline and recruit the right candidates.

- Entry-level talent

Siemens relies on a continuous supply of the brightest entry-level talent coming out of specifically selected universities. To prime and tap this pipeline, they needed a unified approach and global standards to manage their university relations. They based this strategy on four key recruitment elements aimed at students: employer branding, talent pipelining, recruiting, and training & development. Together, these allow Siemens to develop tomorrow's best talent and retain it within the company for years to come, as is the case with the Siemens Graduate Program, for instance.

Results

Siemens' efforts are paying off. Well-executed, proactive recruiting methods are bringing in the best passive talent with valuable skills from a variety of different industries. For instance, 70 hard-to-fill technician positions in the UK were filled during a 3-month long recruitment campaign.

Through employer branding and thought leadership, the company continues to be seen as an industry leader and employer of choice on a global scale. Siemens' company page on LinkedIn is now followed by more than 700,000 people. Moreover, 30,000 LinkedIn members follow Siemens USA CEO Eric Spiegels' LinkedIn Influencer blog, reinforcing Siemens' image as an employer on the leading edge.

Strategically managed university relations are connecting Siemens with the most promising students. The company has already established over 300 partnerships with universities worldwide that have resulted in more than 12,000 people with academic background being hired last year.