

GoodPack Limited Case Study



Singapore-listed GoodPack is a global company that specializes in the leasing of intermediate bulk containers (IBCs), a patented packaging alternative for bulk cargo that is made of steel instead of wood or plastic. The recyclable and eco-friendly IBCs are leased to customers in diverse industries including the rubber and tire, automotive, food and chemical industries.

While Singapore forms the company's nerve center and houses shared services such as IT, finance and human resource operations, 95 per cent of GoodPack's business is overseas. The company's IBCs are used in over 70 countries and 5,000 locations worldwide, and its operations are supported by a network of fully-owned subsidiaries in 18 countries, with more to be added in the near future.

Recruiting talent for a fast-growing business

As the company expands, one of the key HR challenges it faces is to recruit the right people for various roles in its geographically-dispersed operations. "There are difficulties in getting talent especially if you grow big," said Alexander Loh, General Manager, Global Human Resource, GoodPack Limited.

GoodPack currently has about 70 employees working in its head office in Singapore, and about 160, mainly sales and operations staff, in its overseas offices.

Challenge

- Hiring talent for a fast-growing business
- Reining in recruitment costs

Solution

- LinkedIn Recruiter

Why LinkedIn?

- Allows for cost-effective and targeted search
- Provides global reach in talent sourcing

Results

- Enabled lean HR team to effectively manage the recruitment needs of a global business
- Filled 22 roles in nine countries within nine months
- Reduced hiring costs by over 90 per cent

Previously, to strengthen its teams, the company had to outsource its recruitment because it did not have a dedicated HR department. When Loh joined the company's newly-created HR function in October 2012, he found that recruitment costs were running into six-figure sums.

"The expenses were huge, especially when we were looking for people for mid to senior management roles," he said. "It was not sustainable."

As a market leader in a growing industry, GoodPack needed to find a more efficient and cost-effective way to build up its talent pool. Loh, who was already familiar with the use of LinkedIn through his previous work experiences, decided to make use of the social media platform to address the company's recruitment challenges.

Enabling very targeted search

With a LinkedIn Recruiter license, GoodPack is able to access LinkedIn's entire network and identify passive candidates with the specific skill sets that it is looking for. It can also be very targeted in its search, terms of other parameters such as location. This has allowed GoodPack to manage the recruitment needs of its 18 subsidiaries with a very lean HR team in Singapore.

For example, when GoodPack needed someone to be based in Baton Rouge in the United States, it was able to narrow its search to potential candidates from the area. From there, Loh's team was able to zoom in on the correct skill sets that were needed.

Sometimes, luck also played a part in the head-hunting process. When looking for someone to be based in Brazil, GoodPack did a search on people who could speak Portuguese in addition to the other skill sets that were required for the role. This led the company to a Brazilian working in Singapore, who was looking to return to Sao Paolo after working more than 17 years overseas.

Once suitable candidates are identified through LinkedIn, GoodPack reaches out to them via email with a brief introduction to the company and the opportunities that it offers. If they are interested, they will send over their CVs, and GoodPack will link up with them via Skype. This way, the first round of screening is done in Singapore before the candidates get to meet the GoodPack hiring manager on location.

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Alexander Loh
General Manager, Global Human Resource
GoodPack Limited

Achieving greater cost efficiencies

In the first nine months of using LinkedIn, GoodPack successfully recruited for 22 positions in diverse locations such as Japan, Brazil, Netherlands, US, West Africa, Thailand, Malaysia and India, in addition to Singapore.

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Loh estimated that cost of the LinkedIn Recruiter license worked out to less than 7 per cent of what it would have cost for GoodPack to fill the 22 positions using traditional methods.

Compared with outsourcing the entire headhunting process, Loh acknowledged that the use of LinkedIn required the company to do quite a bit of legwork on its own, for example, in the initial search and the screening process. However, the upside to this is that the company gets to know the candidates better, he said.

In the process of searching for suitable candidates, GoodPack has also been able to build up a database of CVs relevant to its industry, creating a potential talent pool for the company.

For HR practitioners like Loh, there have been other less tangible benefits as well. "Other than reaching out to talent to meet our recruitment needs, LinkedIn also provides a platform for us to connect with fellow HR practitioners to share practices and get information on local rules and regulations," he said. "Overall, LinkedIn is a very good platform for us. From a recruiter's perspective, we see huge benefits in using it."