Demand for top talent

As Nestlé grows 4.2% p.a. it continuously faces a need for talent. With around 30,000 job openings annually, it is increasingly difficult to hire the very best.

The international nature of their operation calls for outstanding talent that can fit the highly specific needs of Nestlé’s local markets. To better match the diversity of their customers, the recruiters at Nestlé also aim to create a more diverse workforce.

Their business moves at pace, so it becomes increasingly important to find talent quickly.

A new approach to recruitment

Nestlé’s Corporate Head of Resourcing continuously searches for best practice and innovative methods of sourcing top talent. The goal is to empower recruiters to maintain the highest standards, while keeping time and cost low.

So Nestlé has introduced a new approach: proactive recruitment. The aim is to connect sourcing activity with forecasted business needs. Proactive recruitment could also elevate the profession of the recruiter from cost center to center of excellence.
Proactive recruitment
This new approach can keep the company ahead of the game, but their recruiters also have to be willing to get down to basics and focus, starting with the business.

So recruiters at Nestlé need to make it their job to know what’s going on in their company. The latest challenges, opportunities, who is leaving where and when, new skills needed, and other key insights to drive connections with the business and talent strategy.

Data analysis and engagement
Proactive recruitment calls for good data analysis, asking hiring managers tough questions and working closely with business managers. By deeply understanding the current situation, recruiters can forecast better—and have the best candidates lined up and ready when needed.

This new approach also extends to the candidates. Nestlé recruiters have started learning more about their top candidates and their needs. Keeping in touch with warm candidates is a must. By building on engagement, recruiters know when the time is ripe for change, if the candidate is willing to move for the new job and other essential information.

Internal collaboration
It is extremely important to keep all parties on the same page. Nestlé realized that input for proactive recruitment strategy needed to come from different areas within their company. So they organize meetings and work sessions with internal experts, including hiring managers, recruitment professionals and HR strategists. That calls for a lot of expectation management and day-to-day reporting—but it delivers results.

Early-stage pipeline
To help tackle the shortage of talent and strengthen internal succession plans over the long term, Nestlé focused on sourcing junior candidates with 60-70% of the skill set required but 100% of the behavioural and cultural fit.

The new approach at Nestlé Purina USA
It’s not always easy for recruiters to change their routines, but it’s paying off for Nestlé. One example is their proactive recruitment in Nestlé Purina USA. By spreading their efforts over 6 regions, and analyzing data and input from each region, they were able to forecast roles expected to be in demand in the near future, which creates the plan to build the right talent pipelines for each region.

Days-to-fill have decreased by 136%, with over 9 times more zero-days-to-fill. 68% of TM roles in 2015 have been filled at zero-days-to-fill. Diversity has increased 111%, compared with the previous year—female hires have increased by 30% . All in all, Nestlé has managed to fill 38% more roles than the previous year. With the added benefit of strengthening their brand as an employer.

To find out more about proactive recruitment and how LinkedIn can support your company, please contact us.