

# Drawing up a flight plan with the right talent strategy

How the Philippines' largest carrier is transforming itself and its talent acquisition strategy with LinkedIn Talent Solutions.

A cabin crew walks down the aisle holding a seat belt in her hand. Few pay any attention, expecting the usual show and tell about air safety and emergency landings.

Then, the music blasts out. It's Lady Gaga's "Dance". The cabin crew start moving in tune with the music, dancing while giving a step-by-step guide of what to do in case of an emergency on the plane.

Heads snap up, bodies straighten and all eyes are drawn to the aisle. The dance is catchy, wacky and mesmerizing all at once. Most importantly, it does the job of getting people to pay attention to the safety measures in place.

The video of Cebu Pacific cabin crew dancing went viral, racking up millions of views, thrusting the leading airline in the Philippines into the international spotlight.

The episode was just one of many examples of how the company has made bold decisions, embraced innovation and adapted to change in order to do things differently.

Founded in 1996, the firm took the step of transforming itself to become a low-cost carrier in 2010. The plan was a success: Cebu Pacific grabbed a big slice of the market share and eventually became the largest airline in the Philippines today.

In 2015, the company went through a brand refresh and charted out new plans for growth. To move to the next level, the airlines needed fresh talent to fuel its growth.

And like in the past, it looked for an opportunity to broaden ways of hiring talent, an innovative solution which would allow them to not only reach out to the right people but also expand their horizons.

To do so, it turned to LinkedIn Talent Solutions.

## Making The Switch: An "Inevitable Move"

"Including LinkedIn as a platform to communicate with our audience was an inevitable move" said Felix Lopez, Vice President of the People Department at Cebu Pacific.

The airline had been relying on traditional methods to attract new hires, such as newspaper advertisements and handing out flyers in various provinces in the country.

"Similar to most organizations in the country, we were relying on traditional ways to attract and hire talent. We had to evaluate the value-add LinkedIn Talent Solutions would bring to us." he said.

The company knew it had to change. First, it wanted to leverage on its strong brand connection with its multigeneration followers, especially with its active presence online.

A survey by Hootsuite and We are Social showed that Filipinos spend an average of 10 hours and 2 minutes on the Internet via any device. This meant that Filipinos were the top social media users in the world, said the report.

Cebu Pacific was clear on the kind of talent it was looking for and wanted to be where their potential recruits were most active and engaged.

"One of the fastest ways for information to be shared is through social media platforms. We have a strong presence on social networks and felt that it was the right time to venture into sharing information about potential careers that people can have at Cebu Pacific through Linkedln." he confirmed.







"LinkedIn has allowed us to reach people across the globe whether they are Filipinos working overseas who wish to come back home and continue their careers here or global talent who wish to expand their careers in the Philippines."

#### Expanding Reach, While Lowering Costs

Cebu Pacific typically hire more than 500 people a year, across a range of roles such as air crew, finance, IT and data analysts, among others. Hiring that many people would mean that the company's human resources team have to scan thousands of resumes to filter out the best candidates, a process that can get both cumbersome and inefficient.

But LinkedIn's platform has made it simple for the company to communicate its manpower needs and the company's culture, and engage with potential hires more effectively.

To date, Cebu Pacific uses LinkedIn's Career Page, LinkedIn Recruiter and Jobs to reach out to potential hires in a targeted manner.

"Through Linkedln's career page, we have been able to reach broader and larger talent communities. This has allowed us to send clear messages about who we are as an organization and how they can be part of our vision of connecting culture and communities to enrich people's lives." Lopez shared.

The number of followers on its Careers Page grew by 78% in just 2019, from 72,000 to 128,000 as of October 2019, a testament to its commitment to engage both their existing employees as well as potential hires.

A big step to connect with people was to move from marketing campaigns on seat sales and new air routes to meaningful content about Cebu Pacific's work ethos and values, which allow those curious or thinking about joining to know what they are in for.

Similarly, LinkedIn Recruiter, which helps recommend talent that the company needs based on specific skills, enables the company to connect with potential hires through direct messaging.

Based on Linkedln's data, Cebu Pacific's recruitment topped other airlines with a 56 per cent influenced hire rate - influencing a total of 119 hires out of 211 – on Linkedln between October 2019 to September 2019. In fact, people who are hired through Linkedln has a 94 per cent retention rate.

"We have successfully built our own talent community through the platform where people can communicate and connect with us, and know more about what life is like at Cebu Pacific." said Lopez.

The benefits of using LinkedIn Talent Solutions were clear. More than seven in ten (71 per cent) of the company's hires have visited Cebu Pacific's pages on LinkedIn, he noted.

At the same time, going online has allowed Cebu Pacific to expand its search beyond the Philippines' borders. Leveraging LinkedIn Talent Solutions, it is now able to tap on talent overseas. For example, LinkedIn Talent Solutions helped Cebu Pacific with recruitment when it opened offices in South Korea and Japan.

"LinkedIn has allowed us to reach people across the globe whether they are Filipinos working overseas who wish to come back home and continue their careers here or global talent who wish to expand their careers in the Philippines." he added.

#### Embracing Data and Insights

Looking ahead, one focus area that the company is ramping up on is the use of data to improve its business operations.

For instance, is Cebu Pacific competitive compared to its peers when it comes to hiring talent? What kinds of talent is it attracting relative to its competition?

Most of the answers to these questions can be found in data, which has become critical to making informed business decisions. This is one reason why the company has looked to LinkedIn Talent Insights.

"With LinkedIn Talent Insights, we are better equipped to establish talent mapping, which is heavily dependent on sound data. This has enabled us to forecast talent needs accurately as we prepare for the future of jobs." shared Lopez.

"We pass these information, and very powerful insights, to the Management who need the data in making various business decisions."

These decisions by management would determine the direction of Cebu Pacific, enabling the airline to continue to soar ahead.

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### Measuring Success with LinkedIn's Data





Growth in followers
From 72,000 to 128,000





Influenced Hire





Retention Rate



