



How LinkedIn helped Morrisons to grow its employer brand, influence direct hire rates and encourage more applicants to view the respected grocery retailer as an employer of choice

## Success story

### Developing a hiring strategy with LinkedIn Talent Insights and growing an authentic employer brand

With 496 supermarkets and over 1,600 Morrisons Daily convenience stores, Morrisons is one of the largest grocery retailers in the UK. Yet, the retailer does not just sell groceries – its stores are supported by a manufacturing business spread across 18 sites, and a head office working hard to ensure the brand maintains its reputation for “making good food affordable for everyone” and giving its customers “more reasons to shop at Morrisons”.

Employing more than 100,000 colleagues and with an annual turnover of £14.9 billion, the retailer’s talent requirements are vast. From retail, logistics and manufacturing to head office colleagues, the supermarket giant must recruit talented individuals with varied skills to remain at the forefront of the grocery retail industry.

To do this, it must adopt a proactive approach to recruitment that has a positive influence on its hiring strategies. It turned to LinkedIn to increase brand awareness, develop its employer brand and gain valuable insight. It soon began making waves, recruiting large numbers of people, and experiencing fantastic success rates with its direct hires.





## Challenge

### Hiring high volumes of staff whilst operating in tough macroeconomic environment

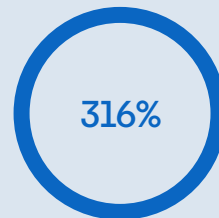
In 2023, Morrisons hired 29,000 colleagues into hourly paid roles and 1,400 into salaried roles. Such figures highlight the large volumes of people Morrisons' in-house recruitment team must find and the substantial work that must be done to attract a diverse workforce for a wide range of vacancies (entry-level and senior leadership/director roles).

"We wanted to make ourselves as attractive as possible," explained Robin Morle, Head of Resourcing at Morrisons. "We wanted to drive engagement, increase brand awareness and grow our employer brand so that the best people join our business.

"We decided to double our investment in LinkedIn because LinkedIn is the tool," Robin continued. "We knew that our team were enthusiastic and capable of filling all the roles within the business, but we had to give them the platform and the tools to do proactive search work."

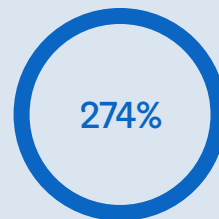
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## Results



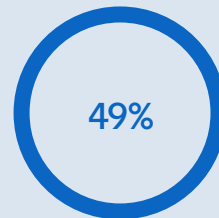
### Positioned as employer of choice

The application rate increased by 316%



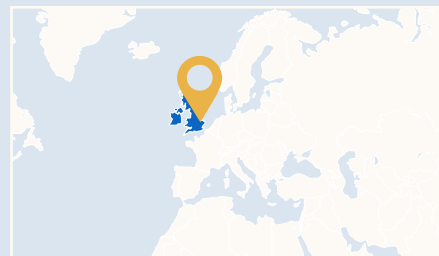
### Engaged audience

In the last 12 months, job views have increased by 274%



### Leveraging LinkedIn to attract talent

49% of the direct hires for Morrisons head office came via LinkedIn



## Solution

### Positioning itself as an employer of choice and promoting their employer brand

To do a thorough job, Robin and his team had to consider all macroeconomic conditions and forces at play and how they could impact both Morrisons' future hiring and growth strategies. Morrisons leveraged LinkedIn to shape recruitment best practices and influence content strategy.

"We use LinkedIn in three different ways," commented Robin. "Primarily, we use it to grow our employer brand by showcasing our culture, generate insight, and identify, attract and engage talent."

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**Robin Morle**

Head of Resourcing  
at Morrisons

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## Authentic content = engaged talent pipeline and greater traction

Employer branding sits at the heart of Morrisons' recruitment strategy. Every Morrisons recruitment team member is empowered to generate content that external audiences can relate to. They generate the themes and create content using images and videos that showcase life at Morrisons and the various careers available across the organisation.

"Everyone knows that LinkedIn is a big source of information," continued Robin. "It is a massive platform that enables us to tell authentic and engaging stories about our culture.

"For example, recently, we ran a campaign for store managers, so we went out to the business and asked colleagues to talk about their careers with Morrisons. We featured the campaign for a whole week, and it completely dominated news feeds on LinkedIn.

"This type of authenticity drives great engagement and traction," Robin added. "By asking our store managers to record themselves on their phones, the content was more genuine compared to producing a corporate video. The content truly depicts a life and a career in our organisation."

## Generating insight that informs strategy

It is the job of Morrisons' in-house recruitment team to consult and advise the business on talent strategies and how to attract the best people. To do that, Robin and his team must ensure they have the right knowledge to have the trust and credibility with both their stakeholders and external candidates. LinkedIn data and insight enable Robin and his team to understand market trends in retail, including non-food retail, and learn from other organisations and industries. "The role of the recruiter is much more than filling vacancies," Robin explained. "Our recruiters are subject matter experts and have in-depth knowledge of their own specialist areas. They are experts in their field and share their knowledge about areas such as competitor strategies, organisational design, and diversity and inclusion. All of these things help further support the development of our future talent strategies."

Robin explained further: "Over the last nine months we've really evolved the way we listen and learn as a business. One area that really highlights this is about where we get our insight from. As a business, we should never assume we know more than 20 per cent. The other 20 per cent we get from our colleagues, another 20 per cent from our customers, another 20 per cent from our suppliers and the final 20 per cent comes from our competitors. These new approaches have led to a shift in our culture and where we get our insight from.

"How does this translate into LinkedIn? You have at least 40 per cent – competitors and customers/candidates – sitting right there."

Morrisons' in-house recruitment team takes this insight and uses it to inform strategy. How can it learn from the information that is there? What can Morrisons learn from other companies' organisational structures? From a DEI perspective, how is Morrisons performing against others? How does that insight inform Morrisons' attraction strategy?

"There's a lot of information on LinkedIn that provides amazing insight," Robin declared. "It's not just a recruiting tool, it's an insight tool and it's of massive added value."

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## Identifying, attracting and engaging top talent

Advocates of LinkedIn recognise the huge role that the platform plays in searching for and attracting talent. Yet, Morrisons believes it adopts a more considered approach, being careful to ensure meaningful content is relevant to candidates and the individuals it is looking to attract.

Robin continues: “All of the work the team does around building our employer brand and generating insight means that when it comes to attraction, we should be reaching a more engaged audience. We’re careful to ensure the approach we take is relevant to that individual. This has resulted in higher response rates from candidates interested in exploring opportunities with us, even if it’s just for an informal exploratory conversation.”

Morrisons’ recruitment team is focused on the future. It is keen to build talent pipelines. Whilst filling immediate vacancies is important to the business, Morrisons is also aware that it needs to remain at the forefront of grocery retail.

“It’s about building talent for the future,” Robin adds. “So whether it’s a conversation for today or just to make a connection and to learn a bit more about life at Morrisons, the team are always happy to connect with potential candidates, support the businesses’ goals and make preparations with one eye on the future.”

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## Increased awareness of our employer brand

Morrisons’ recruitment campaigns have achieved high levels of engagement and organic growth. Content created from concepts and ideas devised by the in-house recruitment team receives the most interaction. It is reviewed on a month-by-month basis to gain a deeper understanding of what resonates with prospective candidates, and what doesn’t, but it’s clear that “real-life stories” that depict Morrisons culture are a big hit.

Robin added: “Our people ‘Make Morrisons’. Highlighting their stories and their achievements in engaging posts and videos enables potential candidates to see what we are like as a business. We will continue to shine a spotlight on our colleagues because we know genuine stories are valued by our target market.”

The authentic content, depicting Morrisons as an employer of choice, and the heightened awareness of the employer brand have resulted in significant outcomes. For instance, 49 per cent of direct hires at Morrisons’ head office can be attributed to LinkedIn and in the last 12 months, the number of people following Morrisons’ Company Page has increased by 21 per cent.

“Whilst LinkedIn is our single biggest annual investment in terms of recruitment, the payback is justified,” concluded Robin. “It’s a brilliant tool.”