

Talent Acquisition Transformation at Emerson



Company Profile

Emerson (NYSE: EMR) is a manufacturing and technology company that offers a wide range of products and services in the industrial, commercial, and consumer markets. Comprised of five business platforms, Emerson has approximately 135,000 employees and 235 manufacturing locations worldwide.

Emerson's Transformations at a Glance

- **Global** - By reducing complexity and creating best practice work flows between HR and Marketing, Emerson has created a unified brand and strategic messaging platform to support key recruiting and marketing objectives. In doing so, they reduced the number of Emerson business pages on LinkedIn from 62 to six.
- **Company Wide** - In 2012, Emerson Process Management reduced recruiting costs by 32 percent and increased number of hires via LinkedIn by 200 percent using Sourcing Accelerator. The program was so successful that an expanded global initiative is in progress for the entire company.
- **Personal** - LinkedIn has fueled many success stories at Emerson.

“We exceeded every goal we set out to achieve. In just five months, we saved \$200,000 in recruiting costs, increased number of hires by 200 percent, and reduced time-to-hire by nearly 20 percent. We reversed a key trend too: we were no longer losing talent to our competitors.”



Tim Potten
Global Talent Acquisition Leader
Emerson

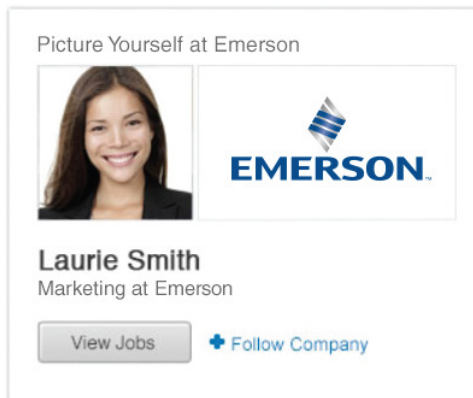
Facing a Hiring Frenzy

In 2010, Tim Potten joined Emerson Process Management, one of the company's five business platforms, as Talent Acquisition and HR Systems Manager. Recruiters across Process Management were charged with hiring the talent to support the business's rapid growth. There were hundreds of open roles around the globe, from hourly manufacturing workers to global marketing managers, many including very niche skill sets.

To help address this challenge, Tim started by sharing his knowledge of LinkedIn with HR leaders in the organization to show, when implemented with a solid strategic plan, LinkedIn could offer great recruiting results.

With buy-in from HR leadership, Emerson Process Management invested in 81 Job Slots to post open positions, 21 Recruiter seats to target passive candidates, and a Gold Career Page to build the company's brand by targeting different audiences with relevant messaging.

The solutions were a step in the right direction, but Tim was determined to get even better results. He felt that without enough jobs and "Work With Us" Ads to target individuals networking with Emerson employees, he was underutilizing the platform.



Emerson Work With Us Ad on LinkedIn

Going All-In with LinkedIn - the Sourcing Accelerator Boost

Tim was convinced that he had to put more into LinkedIn in order to get more out of it. To do this, he adopted Sourcing Accelerator, a bundled solution designed to engage candidates with Emerson's jobs and brand across LinkedIn. By layering "Work with Us" Ads and six times the number of Job Slots on top of their existing Recruiter seats and Gold Career Page, he was able to experiment with the entire suite of solutions, and experience how they worked synergistically to drive greater results. Before diving in, he and his team defined their success metrics, such as number of Career Page hits, conversions to website, and total job applications.

Costs Down, Productivity Up

By leveraging Sourcing Accelerator, Emerson Process Management:

- Reduced third-party fees by 32 percent, saving \$200K
- Reduced time-to-hire by nearly 20 percent, from 68 days to 55 days
- Increased LinkedIn-generated salaried hires by 200 percent
- Increased traffic to Emerson Process Management Career Page by 6x
- Increased apply clicks per job by 2.5x
- Increased Engineer 'followers' by 8x and Engineer applicants by 2x

"Candidates from LinkedIn were generally better matches, so recruiters could spend more time targeting talent and less time sifting through unqualified applications."



Tim Potten

Global Talent Acquisition Leader
Emerson

Streamlining and Elevating the Corporate Profile

Emerson Process Management's efforts alone were no small task, but based on the strong results, Tim, along with his colleague in Marketing, Sarah Beadle, saw an opportunity to leverage LinkedIn solutions around the world, across all of the diverse Emerson businesses. He recognized that while roughly 20,000 Emerson employees had LinkedIn profiles, most linked to an unbranded Corporate Company Page with very little information.

The first challenge was a core tenet of Emerson's marketing strategy: complexity reduction. Emerson had 62 separate business sites with an existing Company Page on LinkedIn. The goal was to boil it down to just six Company Pages (one for each of the five key businesses, and one from the corporate perspective).

This new approach and strong collaboration between HR and Marketing opened doors for a whole new integrated approach to Emerson's messaging and global presence on the LinkedIn platform.

By aligning HR and Marketing, Emerson was able to broaden its scope and showcase its unique culture and innovative spirit. The team has moved from simply leveraging career opportunities, to also sharing insight on Emerson's global leadership, culture and relevant industry news via status updates.

Through this approach, Emerson has been able to harness the strong sense of community - already present on other social channels - across its audience base, with increased engagement and interest in the brand.

Transforming Careers - and Lives

Tim described the impact that LinkedIn Talent Solutions have had on Emerson's ability to put the right talent in the right roles. Here's one story he shared.

"We were looking for an Oil & Gas Marketing Manager for a business unit in Boulder, CO. We sent an InMail to a qualified candidate who was happily employed at another organization, but who replied because of our proximity to her home. We ultimately hired her and she joined about a month later.

"On her first day, she graciously thanked me and explained how that one InMail changed her life: now she was part of a bigger organization with more advancement opportunities, and could spend more time with her family now that her commute was shorter. Thanks to LinkedIn, wonderful passive candidate stories like this are routine at Emerson."

LinkedIn Talent Solutions not only transformed the company's talent stream, they helped transform the global profile of the company. Further, Emerson's LinkedIn strategy has truly become a unified company-wide effort rather than being segmented across different businesses and regions of the world. HR and Marketing teams at Emerson are now communicating on a regular basis and integrating content to achieve like goals. By sharing best practices and ensuring alignment across the businesses, Emerson has developed a strong social platform and given the company a louder, clearer voice.

Unifying Your Global Brand - Five Lessons from Emerson

Reduce complexity. Emerson's HR and Marketing teams recognized the value of showing a united front from the brand perspective by simplifying their LinkedIn presence and building a centralized forum.

Step outside your comfort zone. LinkedIn can be a platform for conversations beyond specific career opportunities. Share a bit about the culture, showcase employees all over the world, and discuss your role in the future of the industry.

Communication is key. By implementing a powerful LinkedIn strategy, Emerson was able to break down functional barriers between HR and Marketing. This new, more fluid approach has greatly improved the company's success across social platforms.

Layer solutions for big results. Tim chose Sourcing Accelerator because he needed outstanding results quickly - it was the fastest and most effective way to ramp up hiring and strengthen the company's brand.

Talk cost reduction and number of hires. By showing data that directly impacted the bottom line, Tim demonstrated potential value on a company-wide, global scale and convinced the entire organization on the benefits of an "all-in" approach.