

# SAB Miller Case Study

Sourcing top level  
leadership



*“In the last year SAB Miller plc has saved approximately £1.2 million through direct sourcing measures; the majority of these having been found through networking relationships on LinkedIn.”*

Jennifer Candee, Head of Talent Acquisition,  
SAB Miller plc

## Summary

SAB Miller’s Head of Talent Acquisition, Jennifer Candee uses LinkedIn® to find mid-senior level candidates to create top level leadership teams and talent pipelines for open requisitions.

## LinkedIn Member Profile

Jennifer Candee is Head of Talent Acquisition at SAB Miller plc and has worked in recruitment for almost ten years.

Jennifer does not consider herself a recruiter, however, but an investor. She believes the key to good recruitment is through the development and nurturing of strong relationships with talent pipelines - qualities which are supported through LinkedIn.

A strong advocate of LinkedIn, Jennifer states that “to be a top level recruiter in today’s market, you would be spinning your wheels to do so without optimising your networks on LinkedIn.”

## Identifying & Contacting Candidates

Jennifer uses LinkedIn every day and considers it as part of her daily desktop facility and routine. She finds mid-senior level candidates to create top level leadership teams and talent pipelines for open requisitions as well as for proactive searches for future talent. Jennifer has a LinkedIn Recruiter account which allows her to send InMails™ introducing herself to potential candidates, helping her to build a network of hand-picked talent.

She believes that in order to extract the maximum value from LinkedIn, it is important to research the site carefully and be innovative and creative in its use, whilst always remaining respectful of the relationships and profiles held within the database.

Jennifer is working to change the mindset within SAB Miller, by traveling around the world instructing key market acquisition teams on recruitment best practices and direct sourcing methodologies, which include LinkedIn among the tools. In this way, other global markets can effectively and efficiently achieve their objectives. With over 70 thousand employees in 60 countries, SAB Miller has strong Talent Management teams across the globe and is working to develop a strong Talent Acquisition focus.

## Finding Value in LinkedIn

Jennifer states, "In the last year SAB Miller plc has saved approximately £1.2 million through direct sourcing measures; the majority of these having been found through networking relationships on LinkedIn".

She has found LinkedIn particularly useful in building and optimising a global network. In 2006 Jennifer moved from the US to the UK and, as she didn't know anyone in the UK, she needed to build a network quickly and efficiently.

Jennifer found that there were large cultural differences between recruiting in the US and UK. For example, in the US, higher level candidates were much more open to making their details available online via job boards, whereas UK professionals were reluctant to post their details and were far more cautious. Thus, agencies have dominated the market... until today.

Using LinkedIn to source candidates, she quickly filled roles and developed a strong database of connections; largely through sound referrals from her network. Jennifer believes however, that it is not just using these tools that create success; it's how you continue to develop the relationships and create candidate loyalty that helps to spread the word.

Today, candidates are coming directly to her – either referred by those she's worked with or others she has networked with previously through these channels. While her relationships may have started with LinkedIn, these were just the catalyst. The recruiter still needs to take this to the next level while always keeping in mind that everything they do reflects their employment brand and the ability to continue to fuel their network and talent pipelines.

She has also used the question and answers tool to obtain research statistics and information. For example she once requested statistics and trend details on UK traffic and acceptance of career sites. This generated over six responses which led to useful links and sources – saving her valuable time and effort.

Jennifer would recommend LinkedIn wholeheartedly because "it is worth its weight in gold".



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10-LCS-020-G 0710 A small recycling symbol consisting of three chasing arrows forming a triangle.