

Singapore Post Case Study



Singapore Post (SingPost), which was listed in 2003, has a heritage dating back nearly 200 years when postal services were first established in the country. Today, mail continues to play an important role in the organization, contributing about 65 per cent of its revenues. However, in the face of declining mail volumes across the globe, SingPost has also been positioning itself for the future with a five-pillar strategy that builds on its traditional strengths while pursuing new business opportunities.

SingPost's transformation

Physical mail remains one of the key pillars of SingPost's business strategy. Over time, there has also been a growing focus on digital mail, which forms the second pillar. The third is retail and financial services, which leverages on SingPost's network of over 60 post offices to offer consumer products as well as postal, bill payment, ticketing, government application and payment, and financial services.

However, where the company is aiming to get a real uplift in its business is in the fourth and fifth pillars, which are logistics and e-commerce.

SingPost subsidiary Quantum Solutions operates logistics services in 10 countries including India, Thailand, Malaysia, Philippines, Singapore, Australia, New Zealand, Japan, Hong Kong and Taiwan. As it grows these networks, SingPost is also looking to combine its strengths in this area with the fifth pillar, which is e-commerce.

Challenge

- To hire the right talents to support SingPost's business transformation
- To position SingPost as an exciting and dynamic employer
- To enhance hiring efficiency and reduce time-to-fill

Solution

- LinkedIn Recruiter
- LinkedIn Job Slots
- LinkedIn Career Page

Why LinkedIn?

- Cost effective
- Targeted and efficient
- Provides an effective platform for employer branding

Results

- Average of 4 hires a month from LI, including regional and senior management positions
- 6-day time to hire an e-commerce digital marketing position
- Number of LI Followers increased from 259 to 2,340 since LI engagement
- Talent Brand Index of 32%, higher than global logistics competitors and Singapore's leading companies

Its aim is to be the regional leader in trusted communications and ecommerce logistics in Southeast Asia, where the total population of 600 million people presents immense opportunities for the online shopping business.

With this in mind, SingPost has been building an e-commerce platform to bring vendors online and complementing this with a fulfillment solution that encompasses warehousing, pick and pack and customs clearance, all the way to last-mile delivery.

Meeting talent management challenges

The transformation of SingPost, however, presents many challenges from a talent management perspective. "A lot of our talents were groomed in a stable, regulated environment, and we are now moving into an e-commerce environment which is fast-paced and also requires people with a totally different set of skills," said SingPost's Vice President of Talent Management Joanna Yeoh.

As it built up its e-commerce team, Joanna's job was to "find the right people with the right skills to do the job to produce the right results". "I needed to be able to reach the talent directly to get SingPost's transformation story across, and LinkedIn helped me do that," she said. "More recently, a top talent with international e-commerce experience from Silicon Valley joined SingPost to help us grow our business. In this case, we were fortunate that he is a Singaporean who wanted to return home. We connected with him via LinkedIn."

While SingPost continues to use executive search services and job boards for recruitment, LinkedIn was one of the key differentiators, not only in terms of cost and efficiency but also in positioning the "new" SingPost in the minds of prospective talents.

A more targeted approach to recruitment

LinkedIn also provided a much more efficient and targeted approach to recruitment compared with the use of channels such as job boards. "It is like comparing apples to oranges because one of the struggles with job boards is that recruiters get many CVs from applicants which takes a lot of time to sift through," said Joanna.

"What I like about LinkedIn is that it is very targeted. I had a digital marketing manager position to fill, I punched in the keywords into LinkedIn Recruiter and immediately came up with 10 profiles on LinkedIn in Singapore that matched the JD. That sold me quite quickly."

*By cross-referencing billions of interactions between members and companies on LinkedIn with extensive survey data, LinkedIn has identified the key signals that indicate how attractive an employer is to its talent pool. Talent Brand Index is the percent of people who know about your company that also express an interest. The higher your index score, the easier it is to attract the right candidates for your roles.

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Vice President of Talent Management
SingPost

Joanna went on to post the digital marketing position on LinkedIn using Job Slots. "From the moment we posted that job, to the day the candidate accepted the offer, it was just six working days. Everybody got so excited and we received more requests to post on LinkedIn, to the point that we ran out of Job Slots and had to reposition the product mix to get more Job Slots," she said.

"We have been closing 3-4 positions a month through LinkedIn. We are very satisfied with the quality of candidates and speed of processing. It is also cost-efficient for us."

Attracting people of the right caliber

Beyond these successes, SingPost also sought to promote the company's business transformation story and position SingPost as an exciting place for highly-qualified professionals to build their careers. One way to do this was to strengthen SingPost's employer branding via LinkedIn. Using the Career Pages, SingPost started posting the profiles of its management team. Joanna also started using these profiles as hiring managers on LinkedIn, instead of her own as a recruiter.

The move paid off as the right caliber of people began applying for the jobs, and SingPost succeeded in attracting talent from global multinational corporations and consulting companies. When it posted a job opening for an investment manager, for example, SingPost saw candidates from major investment banks and graduates from prestigious universities.

As SingPost continued to build up its presence and strengthen its employer branding on LinkedIn, more quality candidates started to seek out opportunities with the company. In addition, the company has increased its *Talent Brand Index score to 32% which is higher than other global logistics competitors and Singapore's leading companies.

"We knew it was working when we were getting unsolicited profiles of talent who were interested in our e-commerce business. Young entrepreneurs who were looking at the best platform to build their business chose to join our SingPost ecommerce team," said Joanna.