



Customer insight

Achmea saves €4 million  
a year and ranks 28 in  
top 50 Best Employers





# €4 million a year saving

In a competitive industry and facing pressure to achieve strong results, insurer Achmea experiences difficulties as turnover from investments falls short.

## Setting the scene

For this reason an Achmea-wide efficiency project is announced, where among other changes a thousand jobs will be cut. Also at corporate HRM, processes are reviewed to see which ones can be made more efficient. Christian Schäffauer, Recruitment Manager at the time, comments: "All business units pursued their own recruitment policy. Generally the process was extremely vacancy-oriented and hardly candidate-oriented and costs skyrocketed because there were no economies of scale. An average recruitment lasted no less than 18 weeks. Reducing jobs led to an enormous outbound flow and internal mobility stream of employees that we wanted to redeploy. This can only be achieved if the vacancy process is well organised."

## Inspiring solutions

To start Schäffauer bought the digital recruitment and selection tool Lumesse\* TalentLink, which included an internal vacancies database with search facilities. It was exactly what the redundant employees were waiting for: through Lumesse they were actively approached for job openings and within three working days they knew whether they were invited to submit an initial application. Schäffauer says: "For the HRM department and managers, Lumesse TalentLink offers the tremendous advantage that candidates have already provided general information and completed an education section, which immediately refines the selection. Also Lumesse TalentLink takes much of the administrative burden off our hands. The system creates letter templates, sends reminders, and allows for searches based on all kinds of criteria. The second step was streamlining the recruitment process at all business units around the digital tool." It was here however that Schäffauer faced difficulties: "I have tried a top-down approach to recruitment, but both the managers and HRM departments of the business units, naturally, had their own ideas concerning the practical side of the recruitment process."

"We decided to take one step at a time and begin a new process at one business unit." Schäffauer explains: "Along with the managers of the 'Private Persons Insurance' business unit we defined the recruitment process in further detail. Thereby various recruiting related questions arose, for instance: how do we address candidates, who assesses the resumes, which recruitment and selection agency best satisfies our demands? The answers to these questions can now be found in the way Lumesse TalentLink has been configured and implemented at Achmea. Other business units then proceeded according to this model. The advantages of the new working method were soon recognised: redeploying redundant staff became much more straightforward and Lumesse TalentLink ensured cost - and time-savings at the same time. Flexibility per business unit is also possible to support in the system. One person might want to conduct three interviews for an academic position, while another might just require one. All of this is possible. Lumesse TalentLink also provides management information, with which we can see for example which job boards supply the most valuable candidates. This way we are able to handle recruitment resources very efficiently."

“The thing you need in internal mobility is open communication backed by qualitative processes. That is why we picked Lumesse TalentLink for our group wide talent deployment programs.”

Achmea

### Fantastic outcomes

It has been up to the new manager, Management Development and Recruitment, Radboud van Hal, to complete 'operation Lumesse'. "Although we keep developing because of the ever tighter labour market it is also important to build relationships with potential employees. My first ambition however is take the vacancy process back to the line managers as much as possible. Then HRM can take up its role as business partner, and focus on more strategic sourcing issues. Thus the question really is: what type of people does Achmea need in the future? And how can we already integrate this into our recruitment method? To us, for example, recruiting is about financial candidates and middle management. Because of Lumesse we now know which websites and which recruitment agencies to use to find the best candidates."

Thanks to the streamlining and digitisation available with Lumesse TalentLink the hiring process at Achmea is both faster and more efficient; there is also a notably better match between the candidate and the vacancy.



## In brief

**Solution:** Talent Acquisition  
**Industry:** Financial Services  
**Country:** Belgium, Netherlands and Luxembourg  
**Employees:** 13,500

### Situation

- No graduate programme in place
- Recruitment and selection costs are 60% higher than industry average

### Goals

- Automate the recruitment process
- Save costs by using less recruitment agencies and headhunters

### Results

- Annual savings of €4 million
- Ranked 28 in top 50 Best Employers

## About

Lumesse is the only global company making talent management solutions work locally. We help customers around the world to implement successful local talent management initiatives that identify, nurture and develop the right people, in the right place, at the right time. Our multi-cultural background and presence means we understand how to deliver talent solutions that work the way our customers work, as individuals and as teams, because no two people, organisations or cultures are the same. We regard differences as strengths, not as obstacles.

1,700 customers work with us in over 70 countries because they recognise that commitment, innovation and value only come from people. We help customers to unlock and inspire that human potential in their businesses. Our integrated talent management solutions are comprehensive, intuitive, secure and fully internationalised into over 50 languages.

We have Lumesse offices and partners in more than 40 countries, covering EMEA, the Americas and Asia-Pacific. To find your nearest office and talk to someone who speaks your language, visit:

[www.lumesse.com/get-in-touch](http://www.lumesse.com/get-in-touch)



© Lumesse AS All rights reserved. Unless explicitly permitted by Lumesse AS or by applicable copyright law, no part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording, or otherwise.