

Customer insight

Global HR platform
reduces recruitment spend
and improves staff retention





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As an organisation relying on specific skills to fuel its growth Unibake identified the need to improve staff retention and improve cross border knowledge sharing.

The company understood that across its international business there were pockets of skills and experience which could be utilised in other countries and at different levels. Its approach was to focus on all employee levels by introducing a way of working in which, for example a local financial expert could become an international expert, while a local line operator could progress to a shift supervisor.

This decentralised approach required a solution that was open, transparent and usable for both central HR and local HR managers and it succeeded by creating an environment where knowledge is no longer exclusively owned by the direct line manager.

In 2008 Unibake reviewed the technology solutions available that would enable local businesses to address their own priorities, while offering local employees the opportunity to take part in cross border knowledge sharing through a common platform. Not only would the business benefit from the shared insight, it would help boost employee retention.

Unibake had steep targets to meet, including its aim to fill 80 per cent of job vacancies through internal recruitment, while reducing turnover each year by one per cent over the next three years, to save €450,000 annually in recruitment and induction costs.

Setting the scene

Lantmännen Unibake is a leading international bakery group with expertise in frozen and fresh bakery products for foodservice and retail. Headquartered in Denmark, it operates modern bakeries in nineteen countries and employs 3,940 people across Europe, the USA and Russia.

The business prides itself on its enterprising spirit and uncomplicated, no-nonsense manner. Generating annual revenues of €727 million, Unibake attributes its success to its talented employees and strong local ownership from each of the markets. For the efficient organisation, with just 44 people in its head office, it was important that it defined a talent management framework which allowed each local market the flexibility to manage its own talent programmes.

Inspiring solutions

In March 2010, Lantmännen Unibake implemented Lumesse* Talent Management, including the talent acquisition, performance management, learning management and career and succession planning modules. An important element of the solution is its employee self-service capability, which allows individual staff members to maintain their own internal skills profiles, which are then visible to HR teams worldwide.

The solution, called "My Unibake," enables the different functions to be deployed by the local markets depending on what they consider will best support their individual needs. Lumesse Talent Management is user-friendly and allows Unibake's HR teams to configure the system to meet their local requirements and working processes. As a result, the platform is used heavily throughout the organisation and is regarded as a valuable business tool.

The implementation of the solution was completed smoothly without needing any support from Unibake's IT department. As the platform is securely hosted by Lumesse, its IT department has no concerns over data security or compliance.

“Lumesse has been the ideal partner in our HR transformation. After exhaustive research we choose Lumesse due to the wide ranging capabilities of its solutions, and its unrivalled global experience. The team were very proactive, and implemented the project quickly, we welcomed their entrepreneurial approach as it matched our attitude as a business. We didn't buy software, we bought a solution and knowledge and we've been delighted by what it has helped us achieve. We're looking forward to support from Lumesse in the future.”

Lantmännen Unibake

Fantastic outcomes

Lantmännen Unibake has been highly impressed with what Lumesse has helped it achieve. The level of knowledge sharing between local markets has significantly increased, and Unibake now has a better view of the talent available within the business.

From a financial perspective, the platform has enabled Unibake to decrease its recruitment expenditure, with expected savings of €450,000 per year in terms of a reduction in time to hire and in job advertising spend. However, employee retention is the most significant benefit Unibake anticipates. It expects that 80 per cent of its vacancies will be filled by internal candidates by 2013.

By giving employees the opportunity to work on short term, self-contained global projects, Unibake has achieved the win-win of meeting its employees' ambitions, while addressing its own talent requirements. The self-service capabilities of the Lumesse solution mean that employees can put themselves forward for international roles. Combining a local career with cross border knowledge sharing develops more engaged employees, which as a result has had a positive impact on staff retention.



In brief

Solution: Integrated Talent Management

- Talent Acquisition
- Performance Management
- Career & Succession Planning
- Learning Management

Industry: Manufacturing

Country: Europe, Russia and the USA

Employees: 4,000

The international business wanted to improve staff retention, boost visibility of local talent and increase cross border knowledge sharing across the company. It understood that, in general, most people like to work in an international company. A key aim of the project was to allow its employees to enjoy cross border, cross functional work while pursuing a local career.

After considering the solutions available, Unibake implemented Lumesse Talent Management centrally as its global HR platform.

This would enable local HR teams to select the modules they wanted to implement, depending on what would best support their needs.

Unibake now has a better view of its talent and expects that 80 per cent of its vacancies will be filled by internal candidates by 2013. By reducing turnover each year by one per cent over the next three years, Unibake plans to save €450,000 annually in recruitment and introduction costs.

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



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