



Staying on top of the game in talent acquisition for e-commerce

Lazada Group's strategic approach to finding the right people

Dynamic, fast-paced and highly competitive, today's e-commerce industry presents tremendous opportunities for those who can keep up. Established in 2012, Lazada's exponential growth over the last two years has made it the leading e-commerce player in Southeast Asia.

As the company grew, so did its need for talent across a greater diversity of skills and functions, which were necessary in order to take the business to the next level. The general unfamiliarity of candidates with the e-commerce sector, relatively low brand awareness compared to established companies and a lack of ready talent in the region, however, made recruitment a challenge.

In 2015, Lazada's growth took flight and to match the company's growth trajectory, Lazada needed a more strategic recruitment approach. It had to be one that had a global reach, but also targeted to reach specialists in fields such as data technology, supply-chain operations and mobile. "LinkedIn offered us the leverage that we needed. With access to its network and platforms, we not only could reach out to top-notch talent beyond the region but also build and project our brand presence more effectively," said Head of Regional Recruitment, Annette Thia.



"As the go-to platform for working professionals from around the world, LinkedIn offers an ideal platform and partner for us to establish and strengthen our talent brand to a global audience."

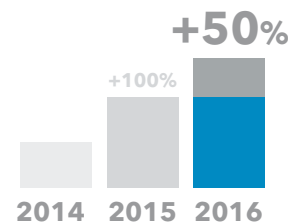


80% REDUCTION IN HEADHUNTING FEES WITHIN A YEAR.



Annette Thia
Head of Regional Recruitment, Lazada Group

Highlights



2014-2015: DOUBLED THE NUMBER OF FOLLOWERS **WITH OVER 55,000 FOLLOWERS TO DATE.**

2015-2016: UP TO 50% PROJECTED INCREASE IN THE NUMBER OF FOLLOWERS.



As Lazada grew, so did its need for quality talent across a range of functions from sales, marketing, logistics, technology to digital specialisations like SEO, across its key markets.



Lazada wanted to build an in-house recruitment team equipped with the capabilities, tools and global networks necessary to engage and recruit the talent the company needed.

Lessons learned

- 1 "Recruitment is more than just filling headcount. Our efforts are focused on how best to attract, recruit and retain the talent that we need."
- 2 "LinkedIn provides us with tools and insights that enable us to adopt an effective and targeted recruitment approach. We are able to analyze and calibrate our efforts, while maintaining a holistic overview of our brand as an employer of choice."
- 3 "The nature of recruitment has evolved and conventional methods of engagement no longer apply. This is especially true of the dynamic and rapidly evolving e-commerce industry. Recruiters need to stay ahead of trends and identify key platforms and channels, like LinkedIn, which helps them optimise their search for good candidates."



Results



DOUBLED THE NUMBER OF FOLLOWERS IN 2015 WITH OVER 55,000 FOLLOWERS TO DATE. UP TO 50% PROJECTED INCREASE IN THE NUMBER OF FOLLOWERS BY THE END OF 2016.



80% REDUCTION IN HEADHUNTING FEES WITHIN A YEAR.



DIVERSE WORKFORCE OF OVER 50 NATIONALITIES WITHIN THE ENTIRE ORGANISATION ACROSS 8 DIFFERENT COUNTRIES.

A strategic approach to quality recruitment

When the business started to take off, Lazada faced the recruitment challenges that young start-ups sometimes do in the midst of sudden and rapid growth - low brand awareness and limited access to quality talent.

While the company's growing success and market potential was attracting those looking to join the exciting world of technology-based start-ups, Lazada soon realised that many in the regional talent pool did not have the right technical and digital skills needed in the highly evolving e-commerce environment. This prompted them to turn to LinkedIn Talent Solutions for the answer to their recruitment needs.

Around the same time, they started to build an internal recruitment team, equipping them with tools and data insights provided by LinkedIn, which empowered them to carry out direct searches across a broader range of functions. By developing their in-house recruitment capabilities, this led to a significant decrease in third-party headhunting fees and an equally significant improvement in the quality of candidates attracted. Today, the Lazada Group employs a world-class workforce with 50 different nationalities mainly through LinkedIn and referrals from the internal Lazada network.

Through the LinkedIn statistics on the demographics of followers, the team soon realised that majority of followers were from the Sales and Marketing function while they had a lot of demand for Technology professionals. This allowed them to customise their branding effort to reach out to their targeted talent pool.

Leveraging LinkedIn's global network and data insights

To find the right talent, Lazada needed to search beyond the region and engage groups with specific experiences and functions in a more targeted manner. To this end, LinkedIn Talent Solutions offered them the means to tap on a global talent pool, establish a credible brand presence with a wider audience and engage different talent groups through targeted and relevant content.

"A global, highly-skilled talent base is the key to staying ahead of the competition and we need people who can navigate the complex world of e-commerce," says Thia. "When it comes to attracting and recruiting quality talent, it is necessary to adopt a long-term view and invest in building relationships on the right platforms in an authentic and meaningful manner. That requires good content, ongoing communication and the right partners."

With insights and tools from LinkedIn, Lazada's recruiters rank among the top 25% in the market.

Looking to the future

Business growth is expected to remain strong and as the business grows, so will career opportunities and the need for talent development. Lazada Group recently launched a flagship Management Associate Programme across the region, which is targeted at attracting top graduates from local universities. This allows Lazada to organically nurture the next generation of leaders, armed with a strong understanding of e-commerce in Southeast Asia and with the dynamism of a 'Lazadian'.

The region's e-commerce industry is maturing. In the past year, Lazada has sought to continually invest in technological capabilities and enhance its technology infrastructure to stay ahead of the curve. The company's Tech Hubs in Vietnam, Russia and Thailand have attracted top talents from across the world and will continue to attract more to join its ranks as the company intensifies its efforts in strategic areas such as mobile commerce and product development.

As more players enter the market, Thia foresees a greater competition for the same pool of talent. In this regard, Lazada is prepared to work even harder to remain the leader in the industry and build a strong talent brand that will differentiate themselves from the competition.

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