



BAT Vietnam drives 93% hire rate increase with LinkedIn Talent Solutions

Cost of hire reduced by 50% with successful social recruitment strategy.

Even as one of the more successful providers of consumer goods, British American Tobacco (BAT) in Vietnam knew it could be doing better. Reviewing relatively high turnover rates of the past, the Human Resources team explored solutions to identify the necessary skills and the DNA that could lead to happier and productive employees. Armed with LinkedIn's take on talent acquisition, the team tapped on the power of the internet and social recruiting to uncover the right staff to drive the company forward.

One of the largest multinational companies working in Fast Moving Consumer Goods (FMCG), BAT maintains a market leading position in over 50 countries. BAT Vietnam generates 21% of global revenues for the business, making it one of the highest performing regional divisions in the world.

Vietnam is a rapidly emerging economy and many international companies are expanding into the territory. This means BAT Vietnam is competing harder to acquire and retain the talent needed to grow its business and the bottom line.

CHALLENGE: FINDING THE RIGHT HIRES ACROSS A LIMITED TALENT POOL

Sourcing talent can be a particular challenge in a country with a relatively small pool of highly skilled people in key lines of business. BAT Vietnam previously used traditional recruitment agencies and headhunters to fill roles with candidates that had FMCG experience, but a drive to diversify the talent pool with candidates from other industries made it clear a new and more cost sustainable means was needed to identify, connect and vet talent.

With a traditional high turnover rate in front line functions, Resourcing Manager An Vo sought a solution that would not

only help identify the right skills and knowledge, but candidates more likely to fit well with the BAT Vietnam culture. Importantly, the solution would also need to be able to better isolate candidates that would cope well with being part of a 2,000 strong workforce and that could display the personal and professional resilience needed to be successful in a fast growing, restructuring organisation.

SOLUTION: SOCIAL RECRUITMENT EMPOWERS TWO WAY ENGAGEMENT

An Vo planned to market BAT Vietnam along the 'Four P' principles, highlighting place, product, promotion and price as a means to make the company more visible and easier for prospective candidates to understand. To help achieve this, An brought LinkedIn Recruiter online to support their social recruitment strategy.

Using the LinkedIn professional network enabled An's team to proactively scout talent based on industry, skill sets and career history in suitable industry areas or companies and quickly identify prospective candidates with existing professional connections in BAT. Armed with the tools needed, the talent acquisition team was able to quickly map best fit to the business, the hiring manager and the team environment.





Importantly, the ability to engage with prospective candidates online helped fundamentally change the recruitment process from being predominantly a one-way exercise. By opening up dialogue early and attracting candidates directly to the company, An's team accelerated the process of learning about expectations for remuneration, benefits and career progression much earlier.

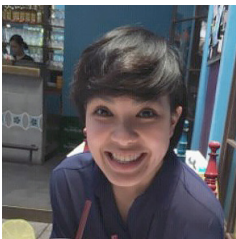
RESULTS: 50% REDUCTION IN HIRING COST IN 24 MONTHS

It's been two years since BAT Vietnam started working with LinkedIn Talent Solutions, but the changes are clear. Direct recruitment has increased to as much as 93% through 72 filled vacancies. The cost of hiring is down by nearly 50%, leaving the previous yearly budget of \$200,000 for agencies and headhunters to be invested in employee branding, selection and onboarding.

New hire turnover has also been reduced dramatically, from 27% the previous year down to 15%. The talent database for HR to tap into is much larger thanks to LinkedIn's strong localised presence and BAT Vietnam's internal programs to engage its own employees on the LinkedIn platform is continuing to pay dividends in terms of overall employer brand visibility.

“Our employees are our most authentic advocates and we encourage them to build their personal brands on LinkedIn,” said Vo.

The end result isn't just better quality hires, but a more productive company long-term, with each and every member of staff focused on making the business team exactly what it needs to be number one.



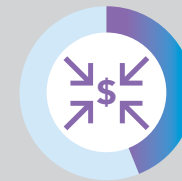
“When I first used LinkedIn, I discovered that it gave me better access to candidates. Along the way, it has helped me and my team to have a more strategic approach to talent acquisition.”

An Vo
Resourcing Manager, BAT East Asia
Winner, LinkedIn Top Social Recruiters 2016

HIGHLIGHTS



50% Higher Email responses with LinkedIn



44% Hiring cost reduced



15% New hire turnover reduced

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