



Москва, 16.05.13

Launching the IKEA Leadership Program

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The IKEA Leadership Program 44 pioneers



Нижний Новгород на
связииииииииии)))))
))))) Столько всего
интересного, что
заработались м
немного)))))

Программа
супер...впечатлений
очень много, есть
желание продвигать
компанию и идти
вперед.

WOW!!!

Для меня это огром
шанс найти себя, я бы
даже сказал,
возможность раскрыть
себя. Я верю в себя.
Верю в свой потенциал.

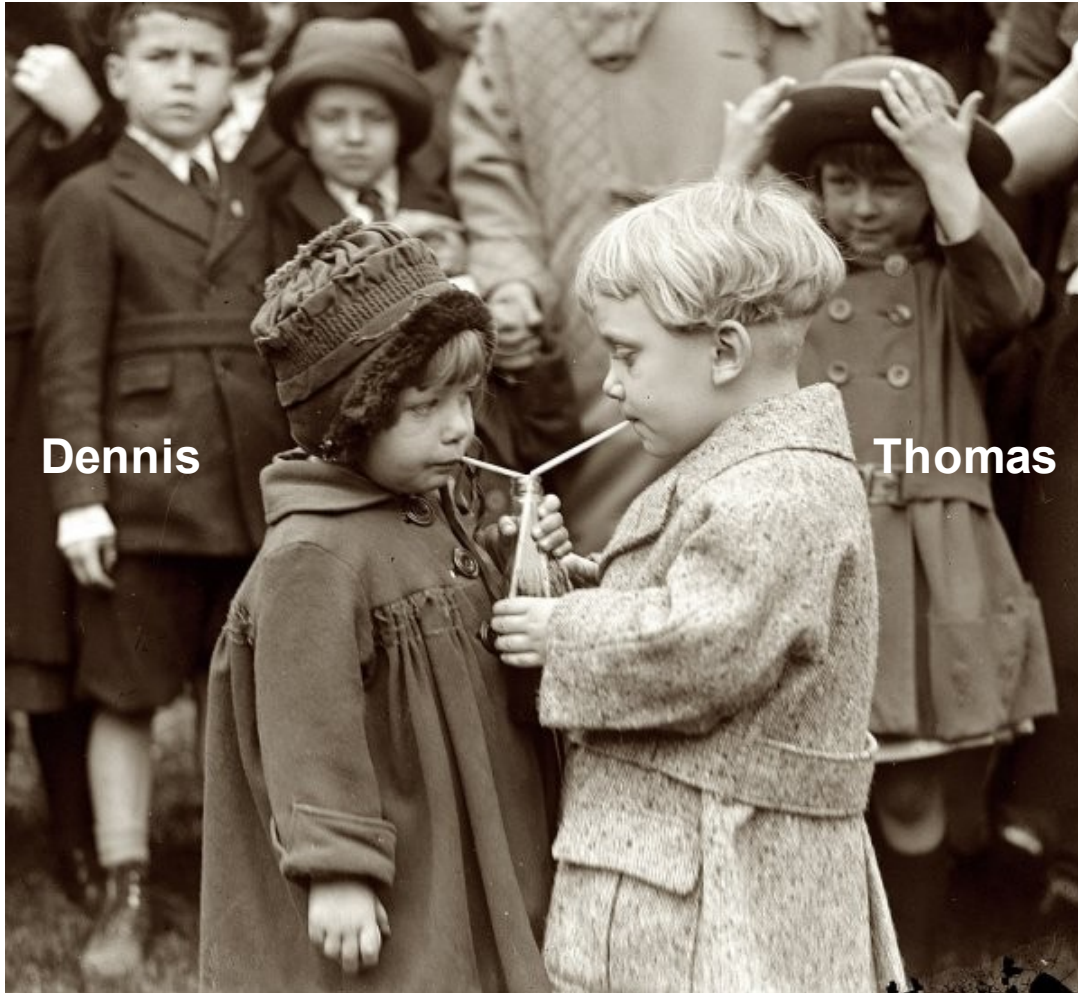
С понедельника
выходим в Логистику.
У нас всё хорошо-сыты,
здоровы, полны
оптимизма

What was done?

- Creative package
- Innovative web-site
- A campaign with over 5000 applicants
- Research on efficiency
- Selection funnel and toolbox
- A 10 month training program
- 44 high hires

We wanted to share what we have learned with you

Or this one?



You maybe?

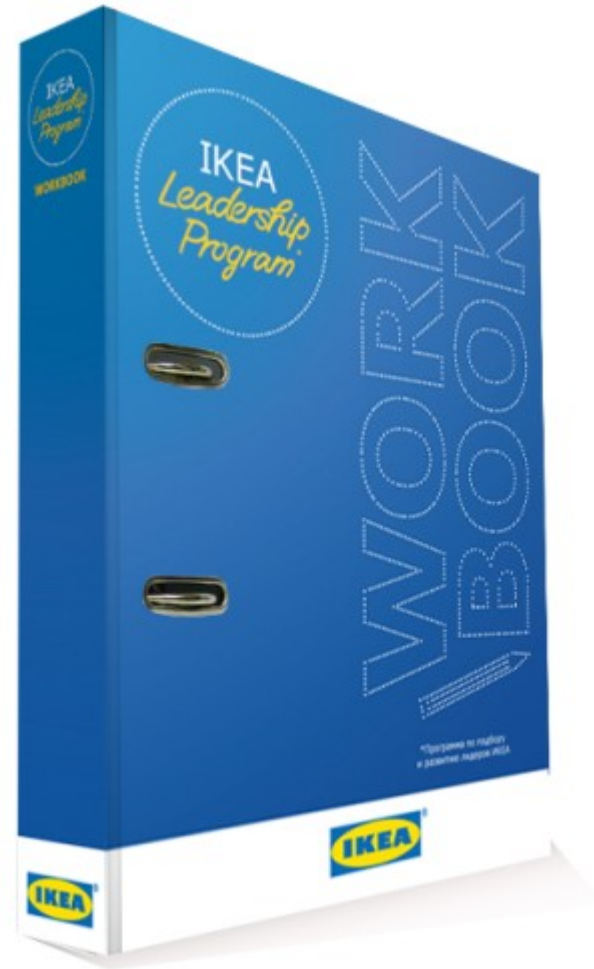
Hard facts about the project

Plan

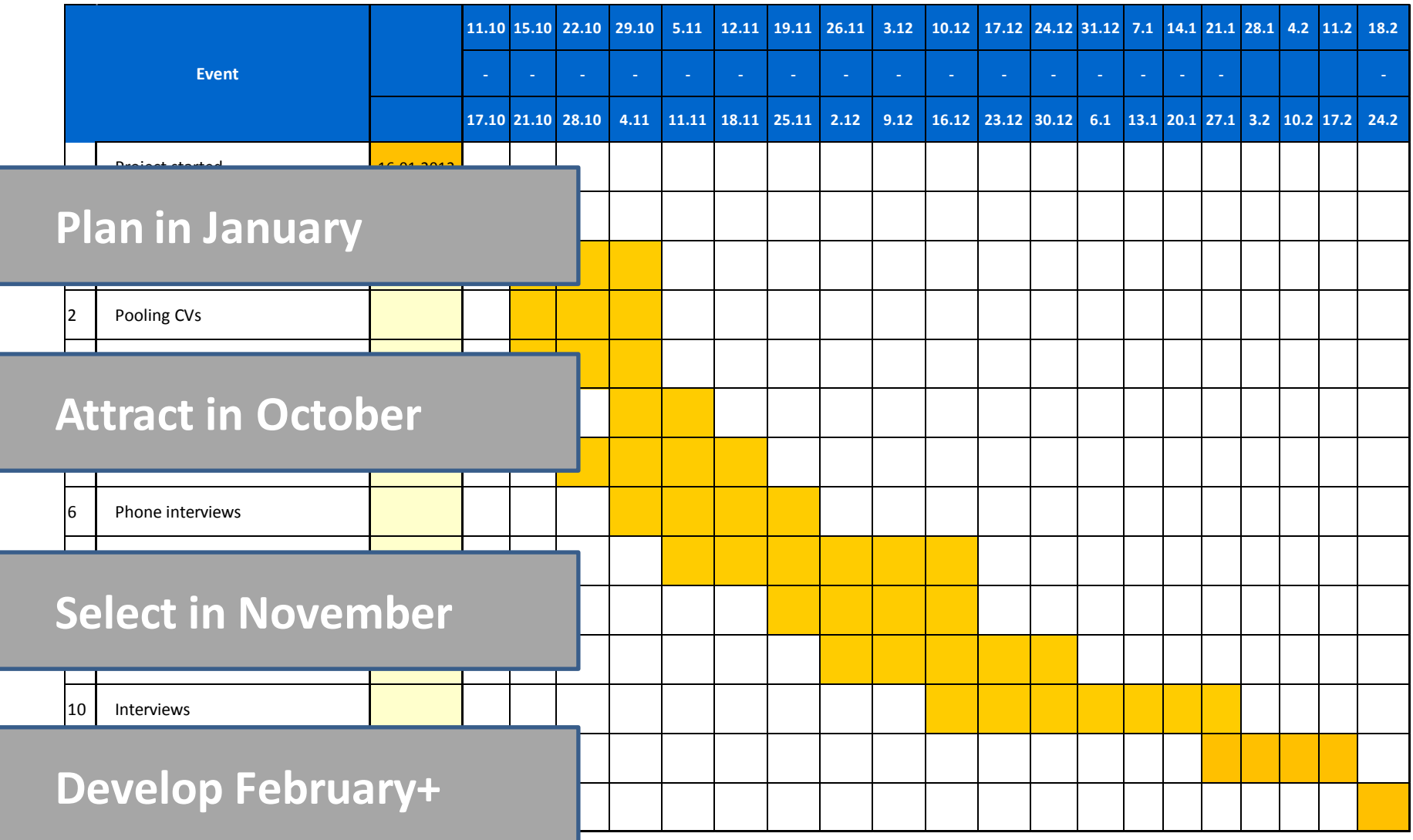
Attract

Select

Develop



Project timeline



External pipeline

Этап воронки	Количество внешних кандидатов	К-т перехода к количеству откликов
Показов рекламы	125 000 000	
120 000 000 impressions	165 000	0,13%
	200 000	0,16%
	25 000	12,50%
ий	4 864	100%
Отправлено запросов на мотивационное письмо	3 628	75%
Получено мотивационны		56%
Приглашено к телефонно		55%
Телефонных интервью со		51%
Отправлено тестов		29%
Получено результатов тестов	1 350	28%
Приглашено на центр оценки	655	13%
Назначено место проведения центра оценки		
Пришло на центр оценки		
Приглашено на структурированное интервью		
Сделано офферов		
Вышло на программу	36	0,7%
44 hires		
200 000 visitors		

Very diverse talent pool

Город	Количество человек	Доля
Москва	16	36%
Санкт-Петербург	7	16%
Самара	4	9%
Ростов-на-Дону	3	7%
Новосибирск	2	5%
Екатеринбург	2	5%
Нижний Новгород	2	5%
Нансу(Франция)	1	2%
Железнодорожный	1	2%
Барнаул	1	2%
Березовский	1	2%
Томск	1	2%
Воронежская обл	1	2%
Ижевск	1	2%
Кстово	1	2%

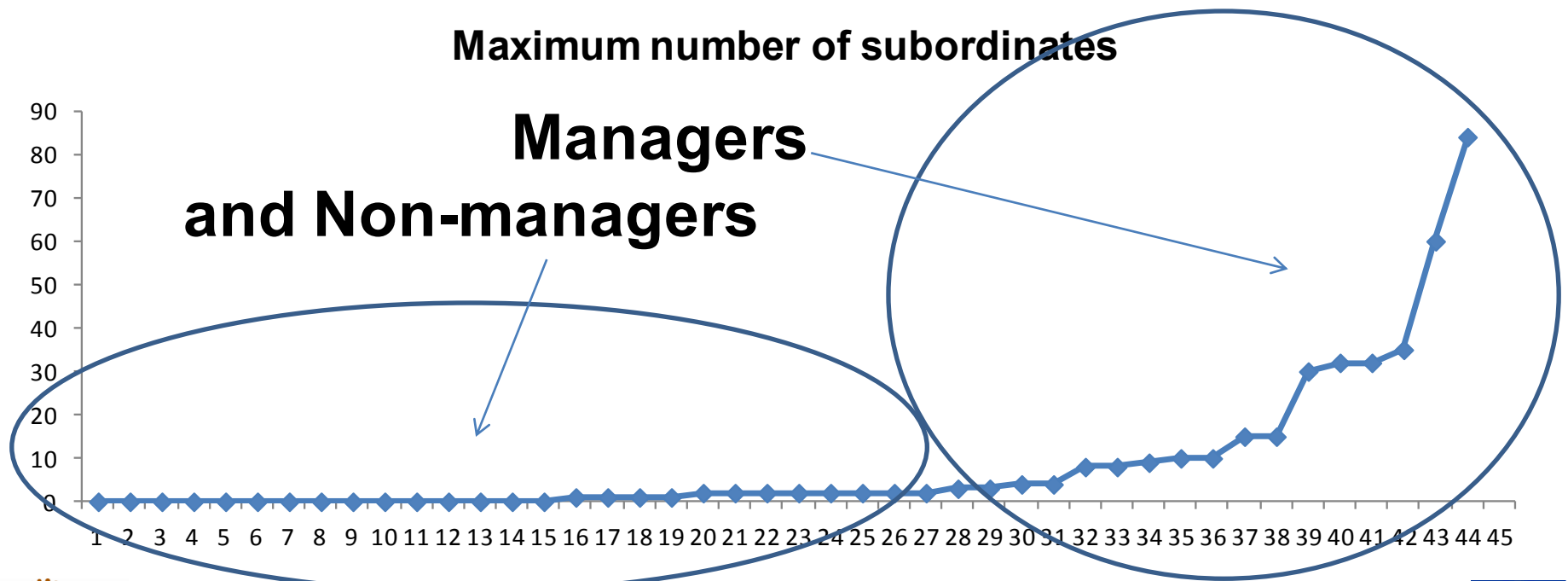
Год выпуска	Количество стажеров	Доля
1994	1	2%
2001	2	5%
2004	4	9%
2006	1	2%
2007	1	2%
2008	2	5%
2009	4	9%
2010	7	16%
2011	6	14%
2012	15	34%
2016	1	2%

Candidates of different age

Candidates from all over Russia

Interns' managerial experience

Number of years as manager	Interns	Share
I have no managerial experience	17	39%
0-1	14	32%
1-3	8	18%
3-5	2	5%
5-10	3	7%



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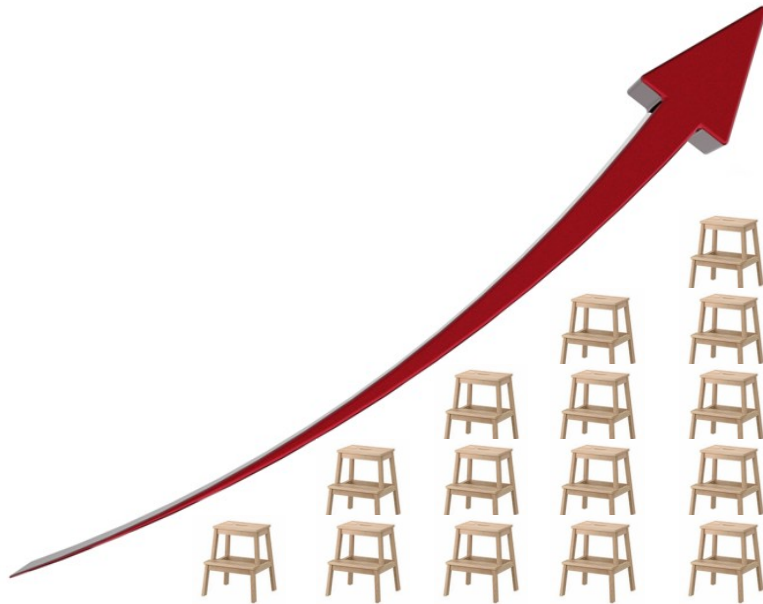


Why did we do it?



The growth

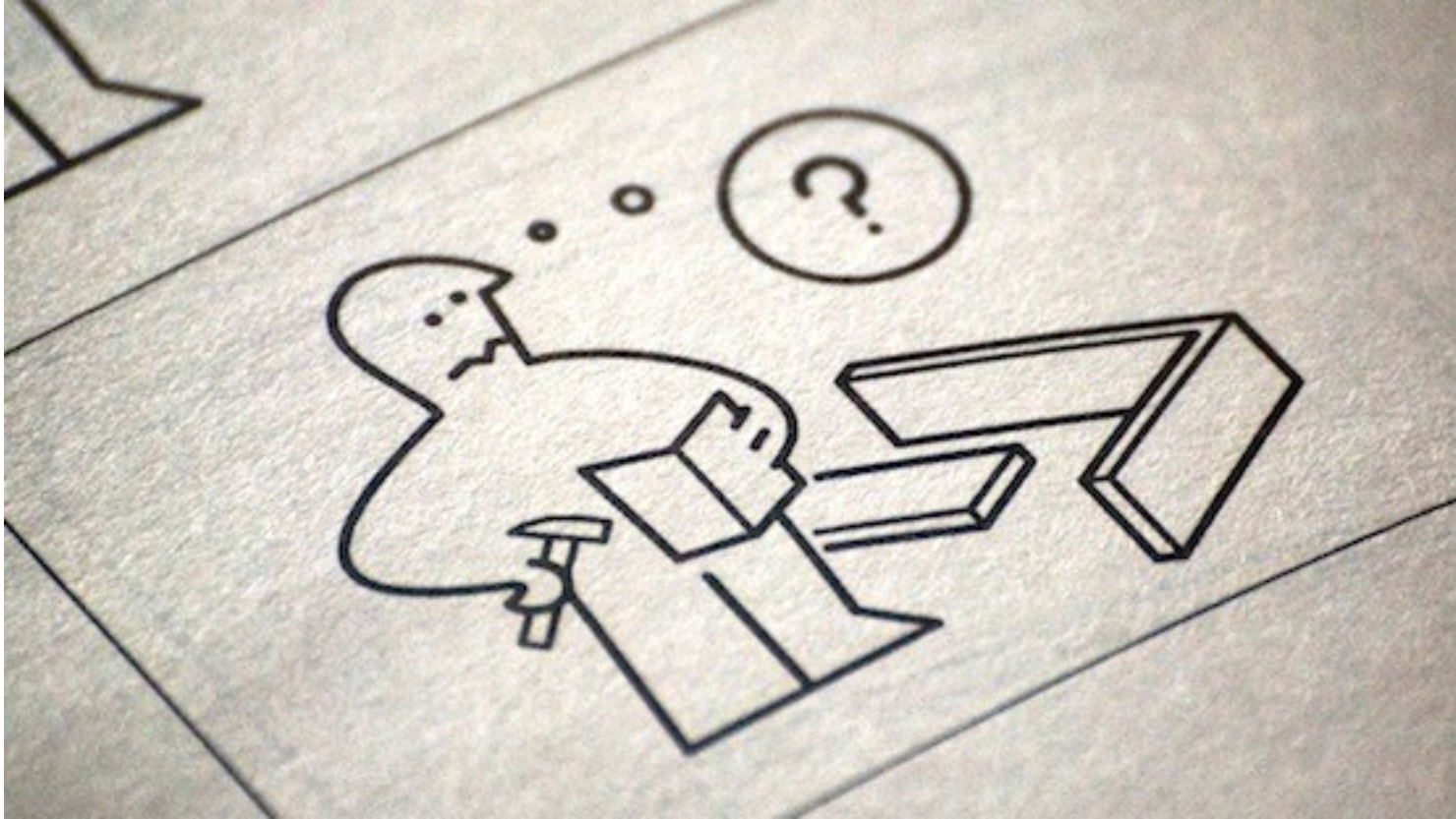
Bigger business in Russia
More important globally



More people needed
More complex issues to tackle



The internal resources were insufficient



The external resources couldn't do the target

Unpredictable



High onboarding costs



Different approaches across IKEA stores



It ain' getting better!

Age group	2010	Share	2015	Share	2020	Share
10 - 14	6 564	100%	6 881	105%	7 956	121%
15 - 19	8 496	100%	6 596	78%	6 943	82%
20 - 24	12 256	100%	8 534	70%	6 625	54%
25 - 29	12 257	100%	12 317	100%	8 575	70%
30 - 34	10 799	100%	12 249	113%	12 305	114%

So we came to FutureToday and said....



Help us tell everyone how great we are!

When someone calls – we come to help!



IKEA came up with a request



Help us tell everyone how great we are!

We came back with lots of questions

Who is the target audience and what kind of people does IKEA look for?

How many people is required and when?

Where does IKEA need its new people?

What will attract people to IKEA (in terms of functions and regions)?

What happens to the HiPos after we recruit them?

And many other questions...

How will the selection process be structured and carried out?

As always, there came two news

There were no ready answers



IKEA
was committed to finding ones



IKEA made this project an instrument of change and learning



The new project goals came to life

Purpose:

- During FY 13-15 build and establish a base for succession to secure future expansion needs

Goals:

- Run several trainee programs with the first one starting to attract and select during Autumn 2012
- Select candidates with a diverse background mirroring our customer base
- Develop the candidates into the core areas of the store that needs most urgent successors based upon the functional competence review
- Significantly increase the Recruitment competence in the whole retail organization and thereby: increase retention, decrease turnover and successor in place – as the main follow up measurements

Target groups:

- Graduates and Young leaders

**Once you start changing
something – be prepared for a lot of change**



We changed talent acquisition process and that led to more issues...

What we found out: issues, challenges and things to change



>>> From unconscious to conscious...

Low profile of retail as an industry



Selling IKEA way to hi potentials



Selling internship to an experienced professionals



Relating the importance of mobility



Balancing all the parts of the program

Short run vs. Long run

Old trainees vs. new trainees

Existing vs. new succession **risk!**

Experienced candidates vs. graduates

Internal candidates vs. external candidates



Selling the program and involving stores



**Our main point –
leadership program is a journey, not a destination**





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