



The Association of European Businesses

## AEB JUBILEE CONFERENCE

# 10 YEARS OF HR IN RUSSIA: ACHIEVEMENTS AND PROSPECTS

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May 16, 2013

Marriott Grand Hotel

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## HR BEST PRACTICE (HALL II)

Chaired by

**Michael Germershausen**

*Antal Russia*

*General Director*

*Chair of the Recruitment Sub-  
Committee*

## Launching the IKEA Leadership Program

**Thomas Spjuth-Eriksson**

*Deputy HR Director IKEA Retail  
Russia*

**Dennis Kaminsky**

*Partner  
FutureToday*



Москва, 16.05.13

## Launching the IKEA Leadership Program

Thomas Spjuth-Eriksson, Deputy HR Director IKEA Retail Russia

Dennis Kaminsky, Partner, FutureToday



Под что ты заточен, узнай на  
**IKEA Leadership Program**\*

\* Программа по подбору и развитию лидеров IKEA



# The IKEA Leadership Program 44 pioneers



# What was done?

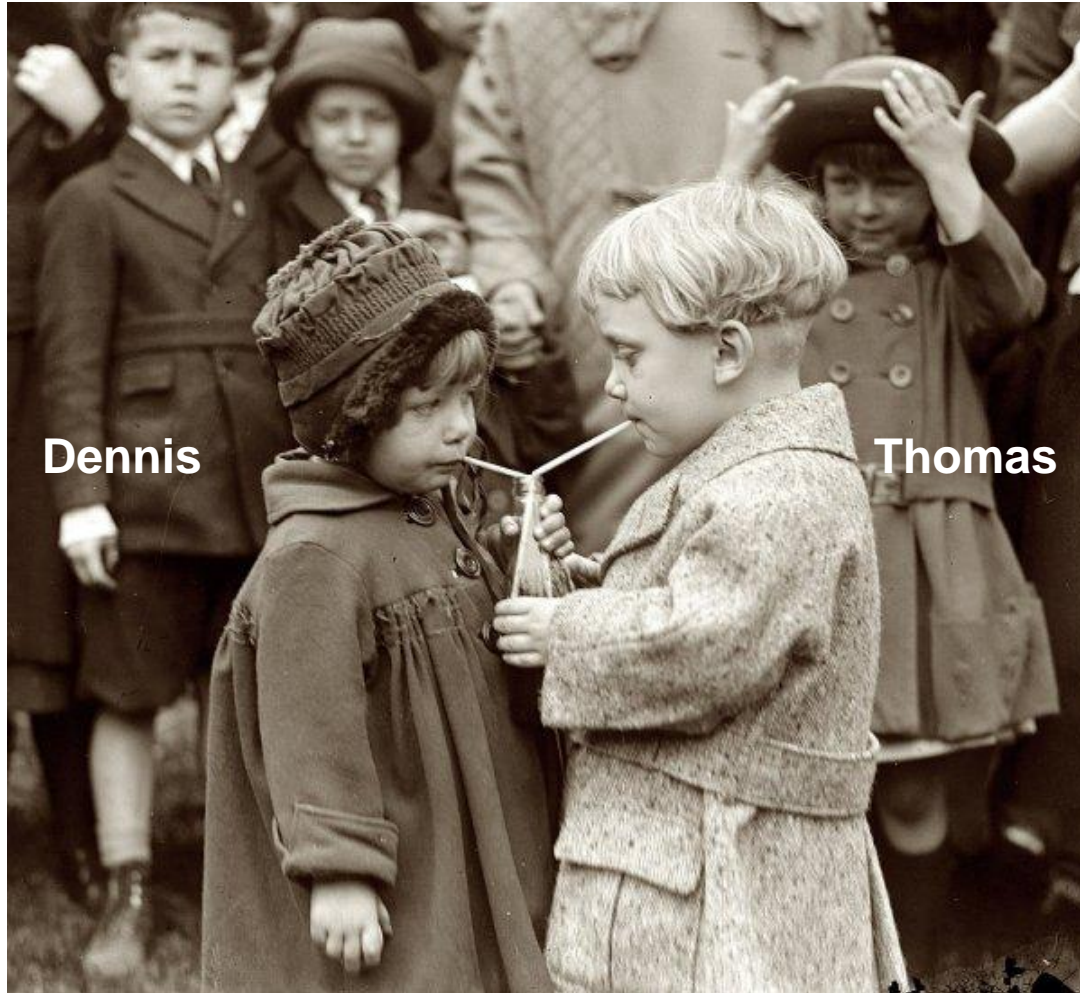
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- Creative package
- Innovative web-site
- A campaign with over 5000 applicants
- Research on efficiency
- Selection funnel and toolbox
- A 10 month training program
- 44 high hires



# We wanted to share what we have learned with you

Or this one?



You maybe?

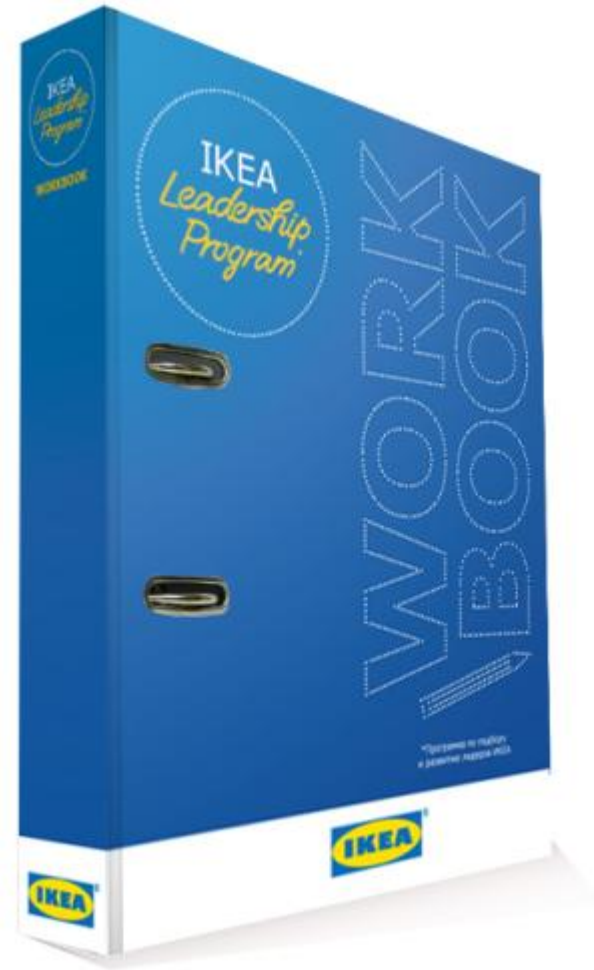
# Hard facts about the project

Plan

Attract

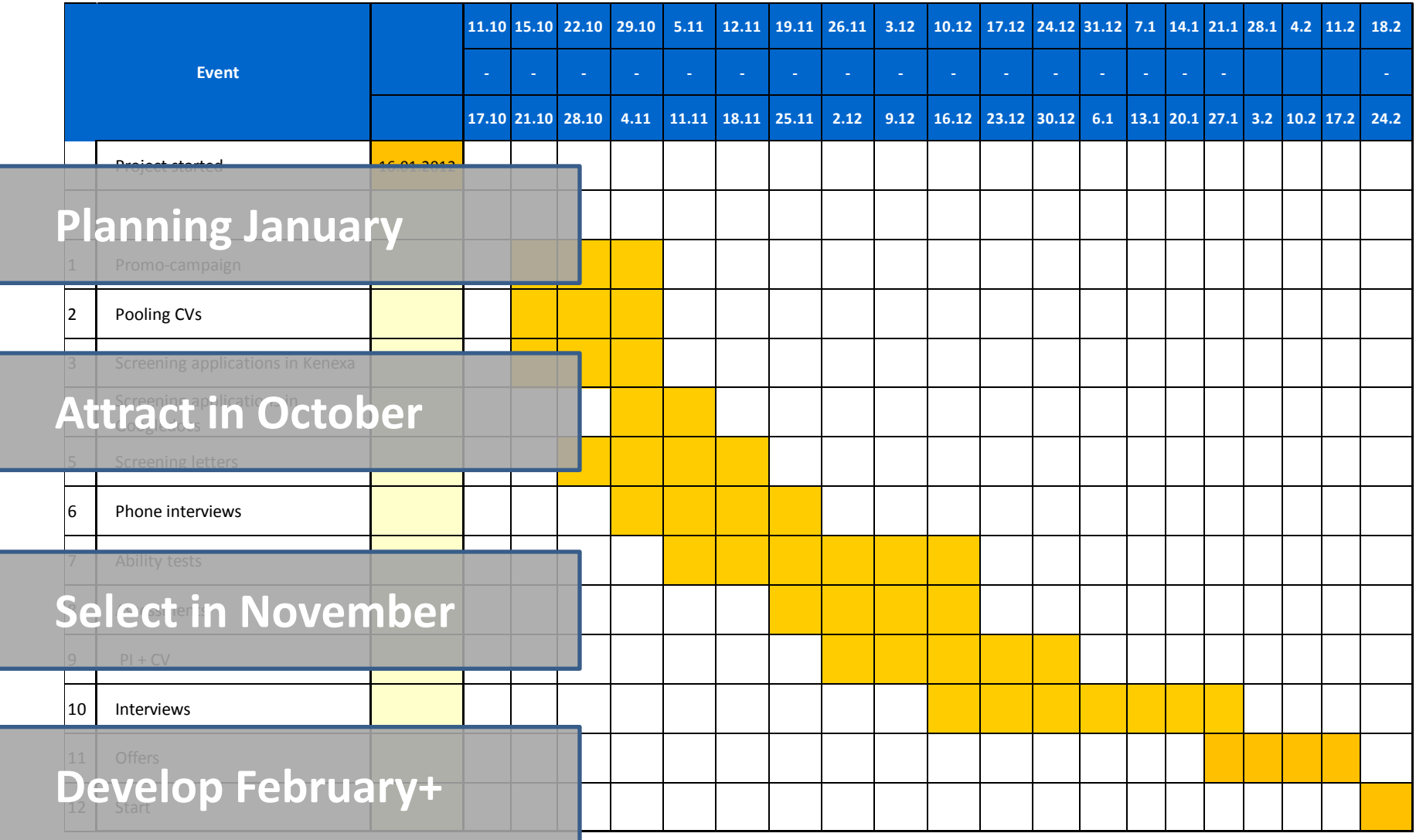
Select

Develop





# Project timeline



# External pipeline

Этап воронки	Количество внешних кандидатов	К-т перехода к количеству откликов
Показов рекламы	125 000 000	
Переходов по платной рекламе в интернете	165 000	0,13%
Посещений сайта программы	200 000	0,16%
Заходов на сайт программы	25 000	12,50%
Общее количество уникальных регистраций	4 864	100%
Отправлено запросов на мотивационное письмо	3 628	75%
Получено мотивационных писем	2 748	56%
Приглашено к телефонному интервью	2 675	55%
Телефонных интервью состоялось	2 469	51%
Отправлено тестов	1 418	29%
Получено результатов тестов	1 350	28%
Приглашено на центр оценки	655	13%
Назначено место проведения центра оценки	572	12%
Пришло на центр оценки	526	11%
Приглашено на структурированное интервью	105	2,2%
Сделано офферов	43	0,9%
Вышло на программу	36	0,7%

120 000 000  
impressions

200 000  
visitors

44  
hires

# 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**

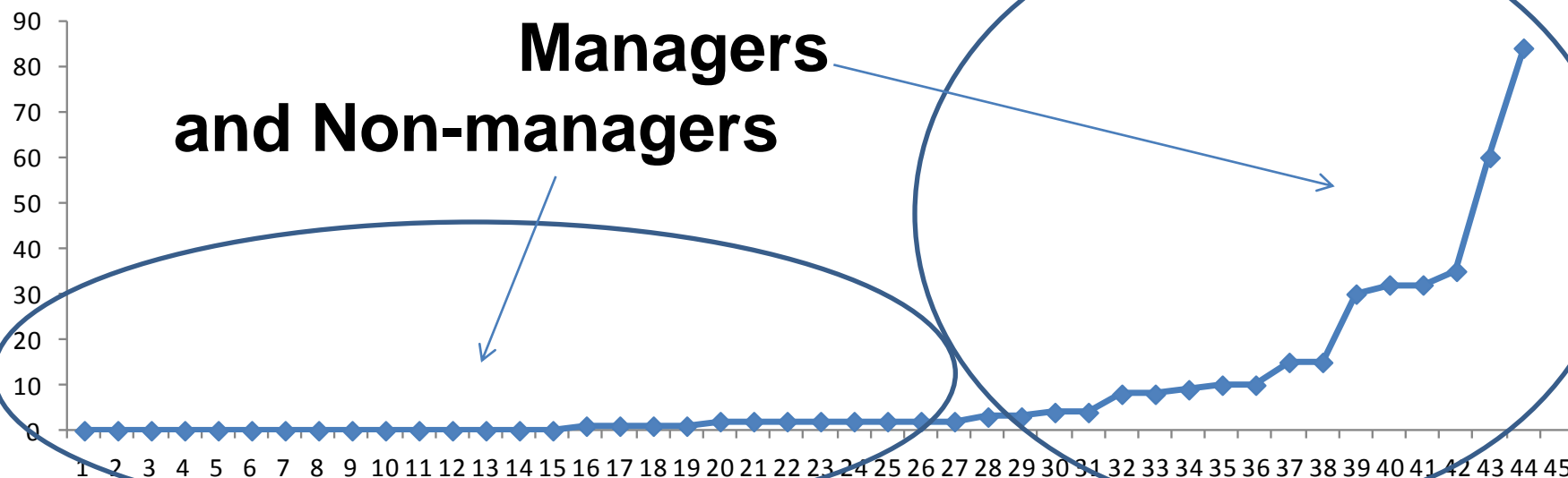
**Candidates from all over Russia**

# Interns' managerial experience

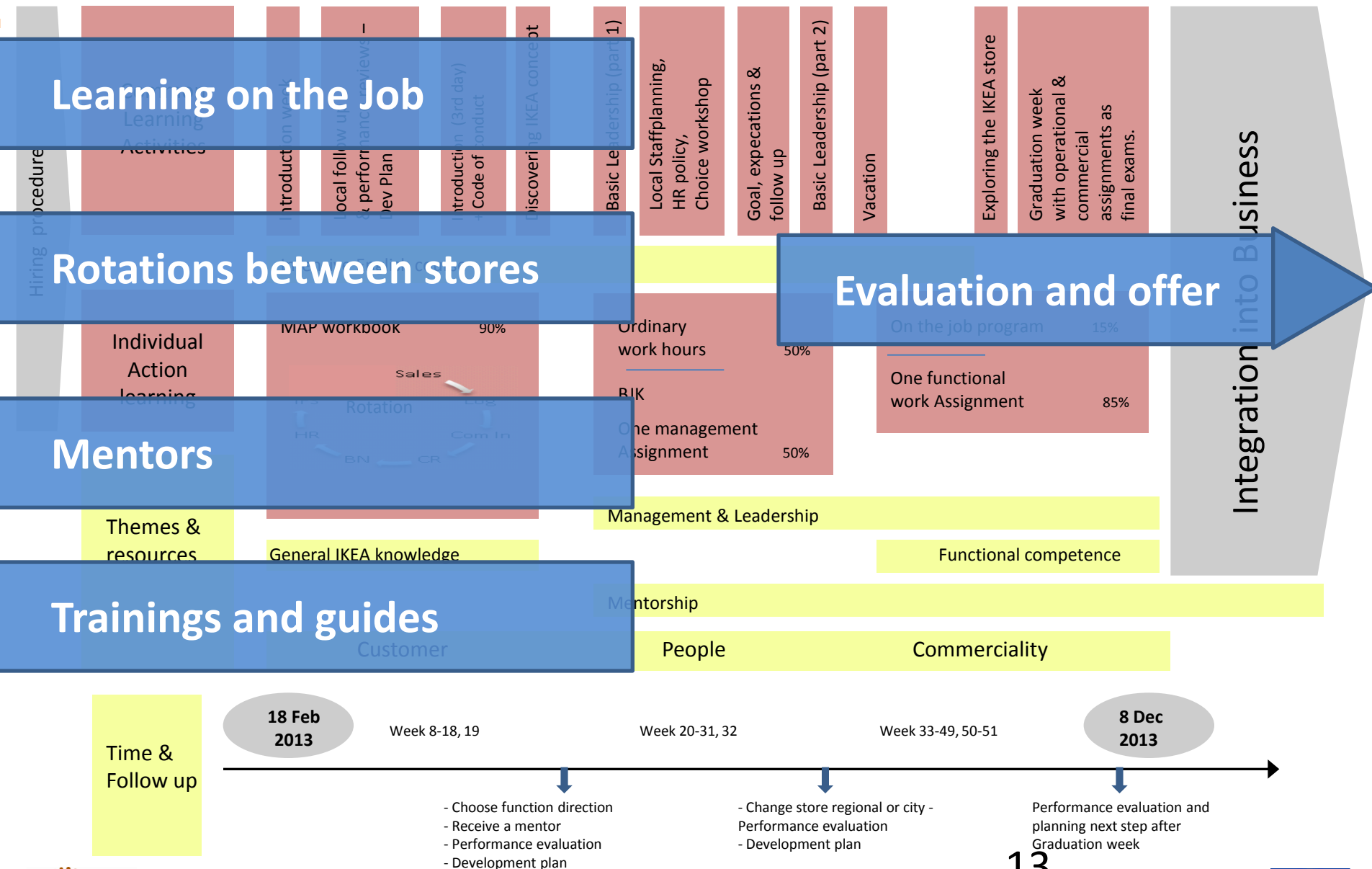
Количество лет в руководящей позиции	Стажеры	Доля
У меня нет опыта работы на руководящей позиции	17	39%
0-1	14	32%
1-3	8	18%
3-5	2	5%
5-10	3	7%

Максимальная численность подчиненных

**Managers  
and Non-managers**



# Development program



# The IKEA Leadership Program 44 pioneers



# Why did we do it?





# The growth

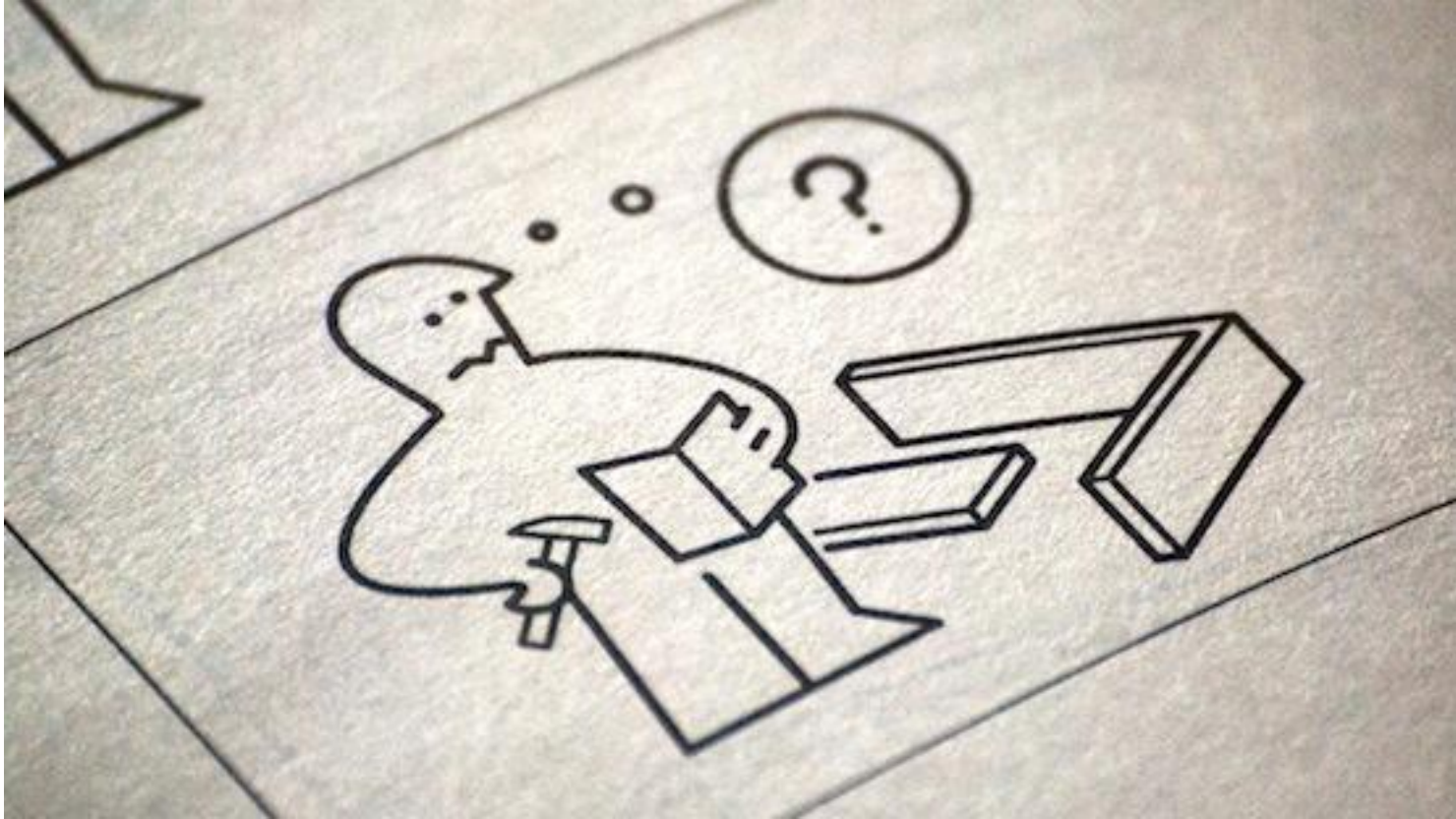
**Bigger business in Russia**  
**More important globally**



**More people needed**  
**Higher qualifications required**



# 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!

Возрастная группа	2010	Доля	2015	Доля	2020	Доля
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%

**We wanted to hire a lot**

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**300-400 people**  
in the course of 2-3 years



# So we came to FutureToday and said....



Help us tell everyone how great we are!

# Now, we came to help IKEA





# 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

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## **Purpose:**

- During FY 13-15 build and establish a base for succession to secure future expansion needs by accelerating 400 people into Group Lead or Department Head level

## **Goals:**

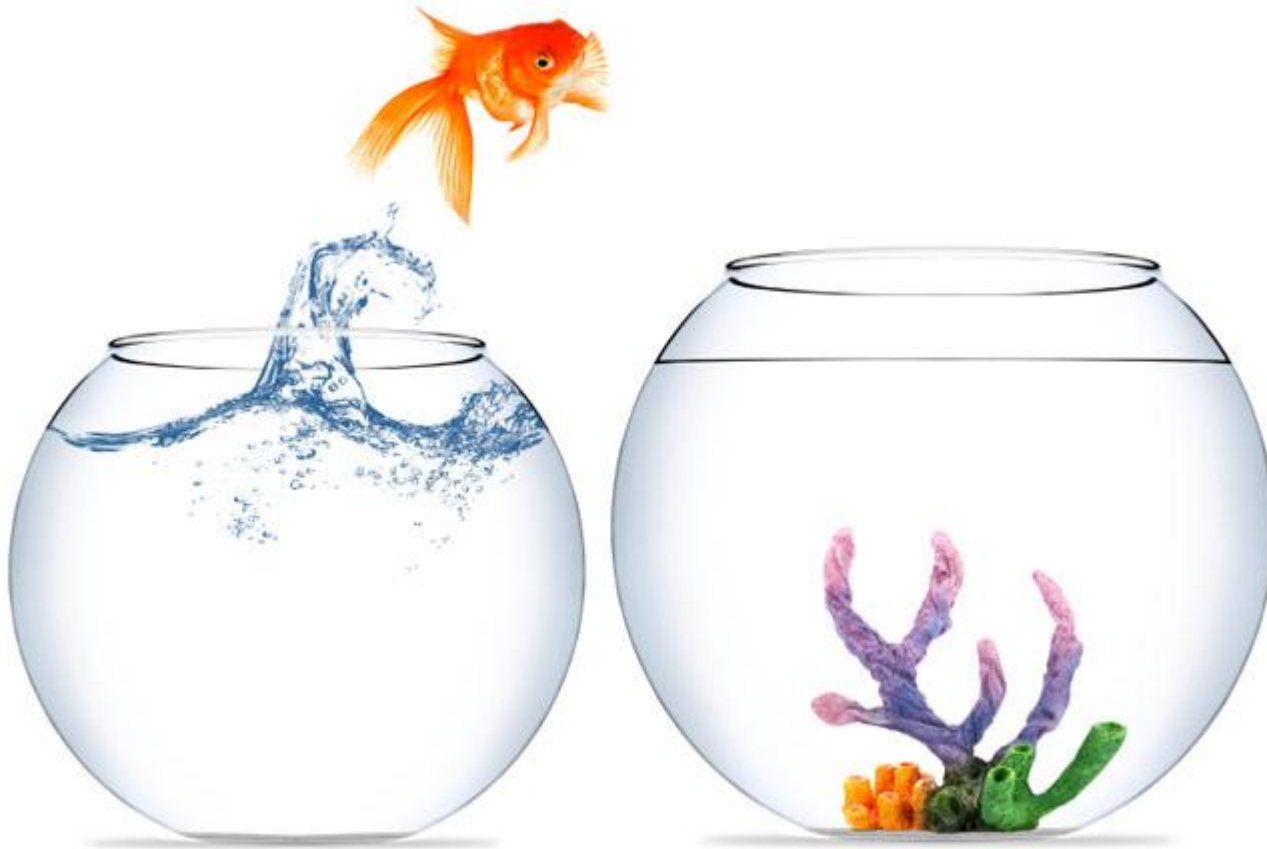
- Run 3 trainee programs with the first one starting to attract and select during Autumn 2012
- Select candidates with a diverse background mirroring our customer base
- Develop the candidates into the core areas of the store that needs most urgent successors based upon the functional competence review
- 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 professional



# 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**







# Contacts

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## Thomas Spjuth-Eriksson

Deputy HR Director IKEA Retail Russia

[thomas.eriksson@ikea.com](mailto:thomas.eriksson@ikea.com)

## Dennis Kaminsky

Partner, FutureToday

[dkaminsky@futuretoday.ru](mailto:dkaminsky@futuretoday.ru)

## **Recruiting as A Business Strategy**

**Natalia Beketova**

*HRD of Procter & Gamble*

**Felix Kugel**

*Vice-President & Managing Director of Manpower Group  
Russia & CIS*

## **Internal HR brand – how to engage and retain great employees**

**Yana Khaldi**

*People and Organisation Director  
Mars Chocolate Russia and CIS*

# Mars HR brand

## How to engage and retain great associates



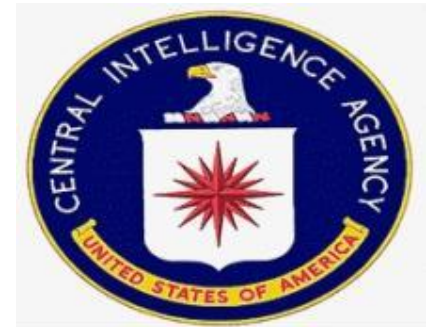


# Everything starts with the myths and legends about Mars

## What is Mars?

‘It is a top secret private organization with headquarters in McLean, VA.

CIA is the next one’.



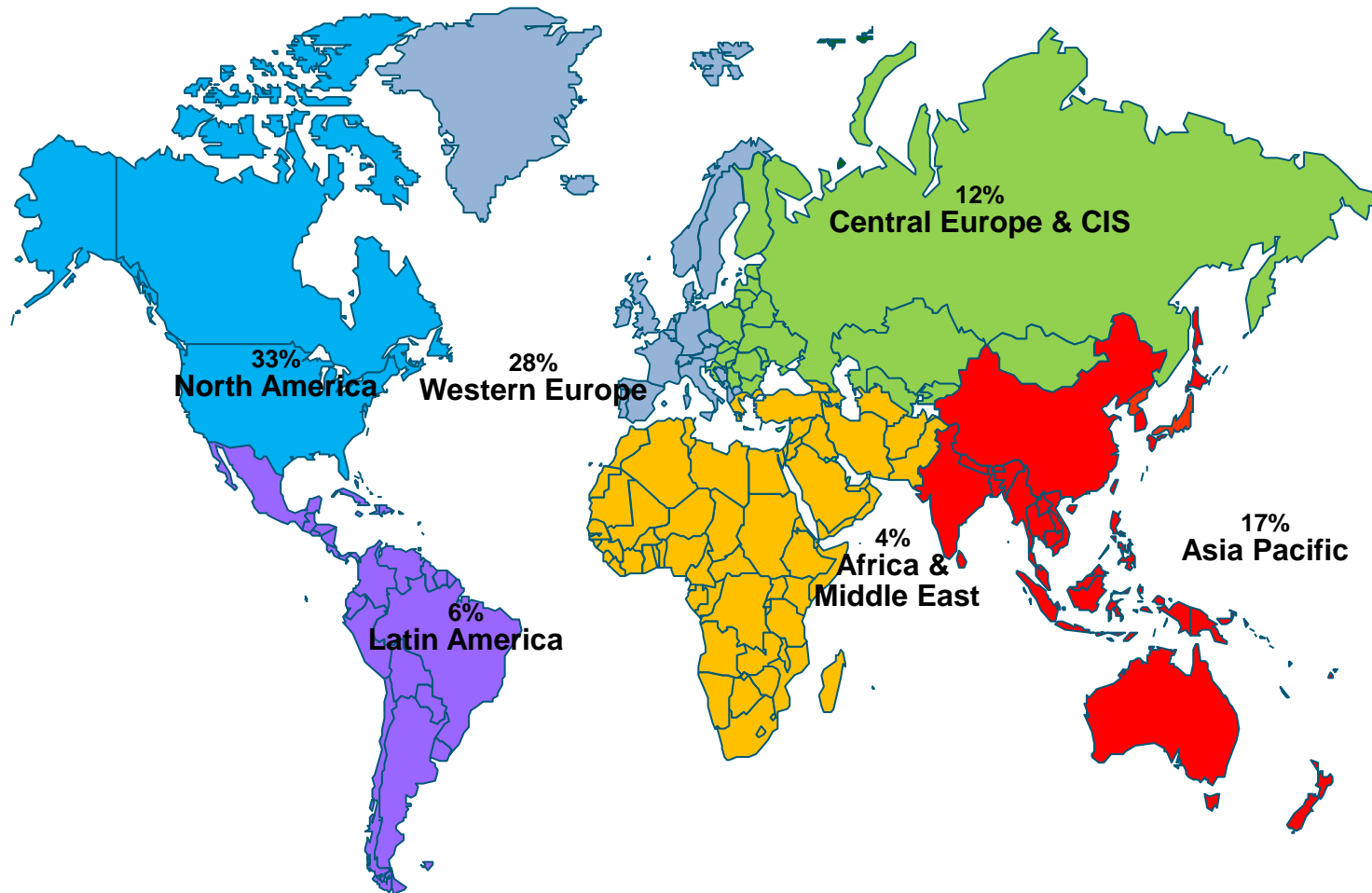
# In reality Mars CIS is... a diverse business,



... with iconic brands,



# ...worldwide presence,





... unique family culture based  
on Five Principles,



OUR PRINCIPLES IN ACTION



The Five Principles

Quality Responsibility Mutuality Efficiency Freedom



**Mutuality**

A mutual benefit is a shared benefit;  
a shared benefit will endure

By Putting our Principles into action, we make a difference  
to People and the Planet through Performance



... passionate & highly engaged

They are passionate for  
chocolate



p



They love pets



# They are our **Associates**, not employees

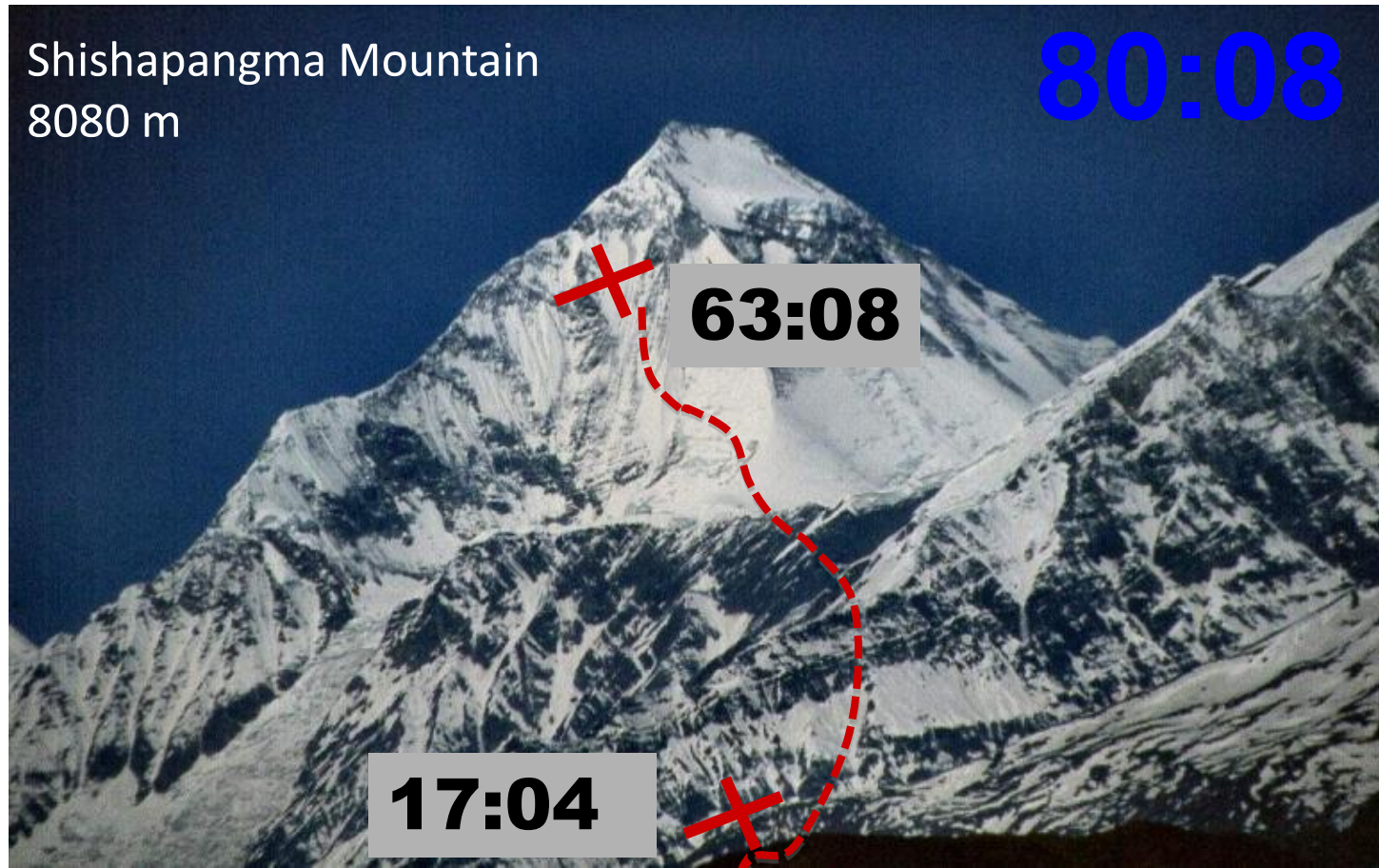




# Our associates are engaged in our principles led business



We started our engagement journey from  
low..... and set ambitious goal



# We regularly measure our engagement levels





**We realized that...**



**‘ ...One can not fatten a cow if you just weigh it’**

**Farmer from Nebraska**

**Only effective actions can raise the engagement level  
– Engagement Follow Through culture**

And we set the new goal to reach

80>80

Gasherbrum mountain

‘Beautiful mountain’

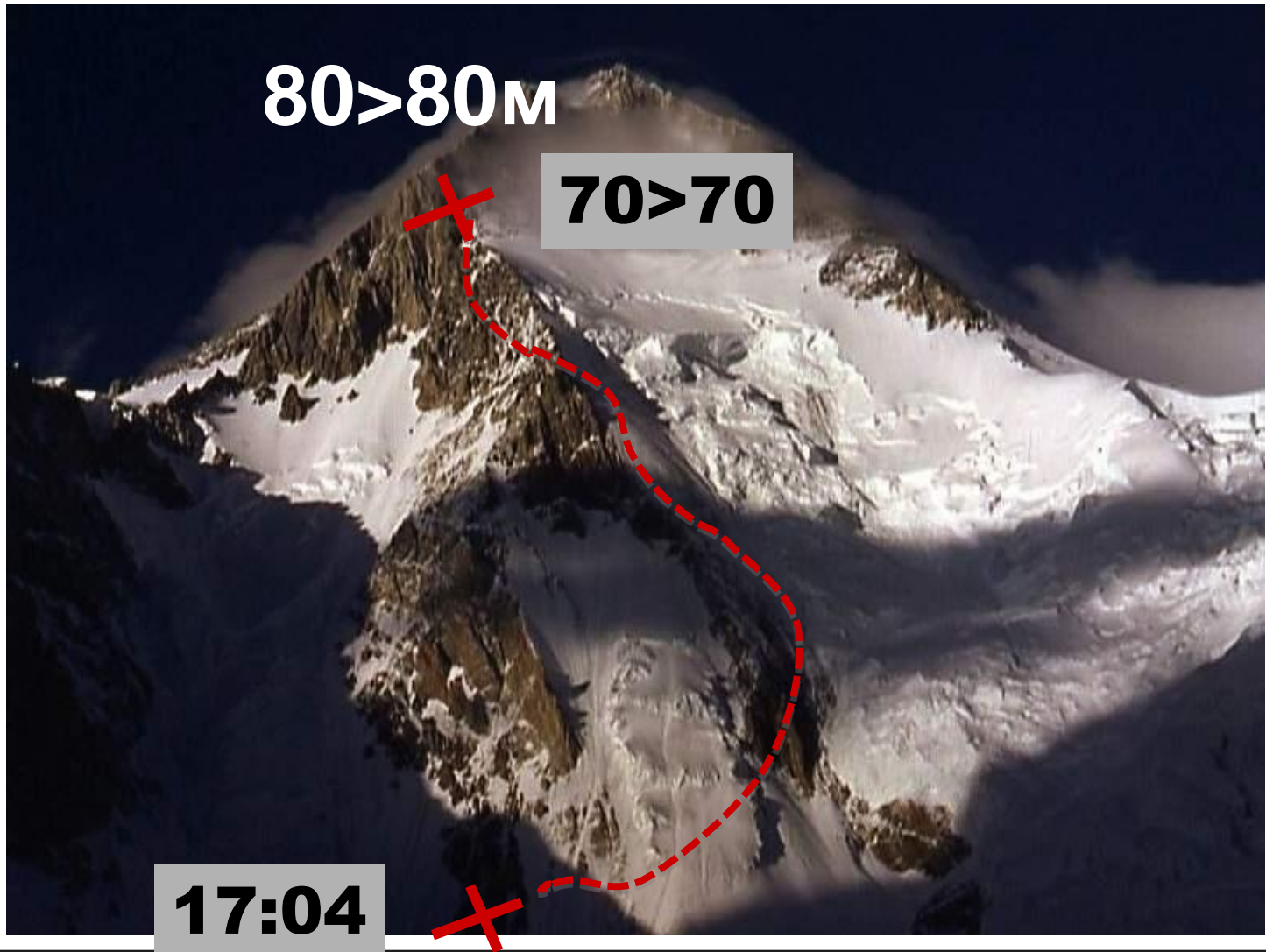
8080M

**We have not reached our goal yet ....however  
our 5 strategies to raise engagement lead us in  
the right direction**

- **Attract, develop and promote those who can engage**
- **Celebrate and replicate performance of the best**
- **Hold Managers accountable**
- **Manage chronic underperformers**
- **Remove systematic barriers**



# And where we are now...





We created Employer brand to attract right people

## EMPLOYER BRAND PROMISE

“We have all the things  
that make work mean more.”

ICONIC BRANDS

PRINCIPLES  
IN ACTION

THE MARS  
EXPERIENCE

THE MARS STORY

Four pillars which underpin our promise to associates



We develop our associates in a systematic way, building on their natural strengths



**Talent Development is one of our  
key priorities**

# Mars Talent Development approach

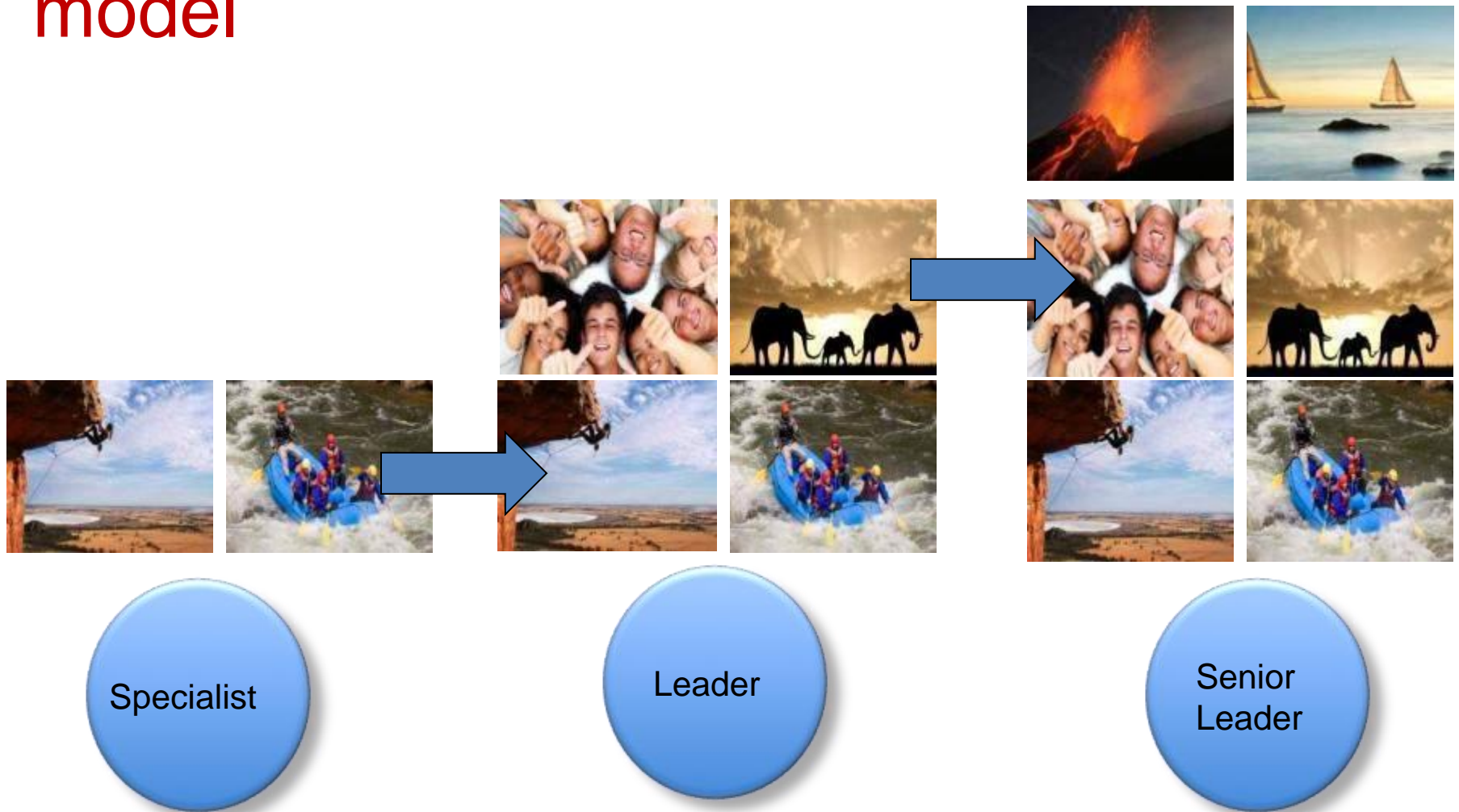
Every Associate is Talented in Mars

Everyone has the right to develop  
and grow.

But as their speed varies, we help them  
individually and differently

Our leaders are accountable for Talent  
development

# We created Leadership development model



# We value our associates for their achievements



Make the Difference Awards  
for those Associates who bring  
our objective to life in their  
everyday job.

# We celebrate their success

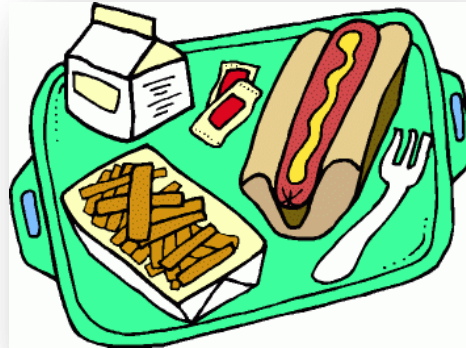




Our global People Strategy aims to bring happiness, fulfillment and energy to work, so our associates can Make Mars Mean More



# We provide the associates with more happiness and better living





Our open space and status free culture allow free communication across levels, our leaders are approachable and caring



# We are premium league employer and a GREAT PLACE TO WORK!



FINALIST 2012



RAD Awards  
Top 3 International  
Campaigns

Universum  
Top 50  
Global Employers



Times Top 100  
Graduate Employers  
Best Ad 2011



BEST EMPLOYERS  
STUDY

5<sup>th</sup> place in 2012



# Enjoy working at Mars. Join us!



[www.mars.com/careers](http://www.mars.com/careers)

MAKE IT MEAN MORE | **MARS**





# Thank You!



## Qs?

MAKE IT MEAN MORE | **MARS**

**People, Performance, Potential ( Why people come to  
work at Amway)**

**Marina Rudkovskaya**  
*HRD*  
*Amway*



# People. Potential. Performance

Marina Rudkovskaya

Amway Russia

May 16, 2013

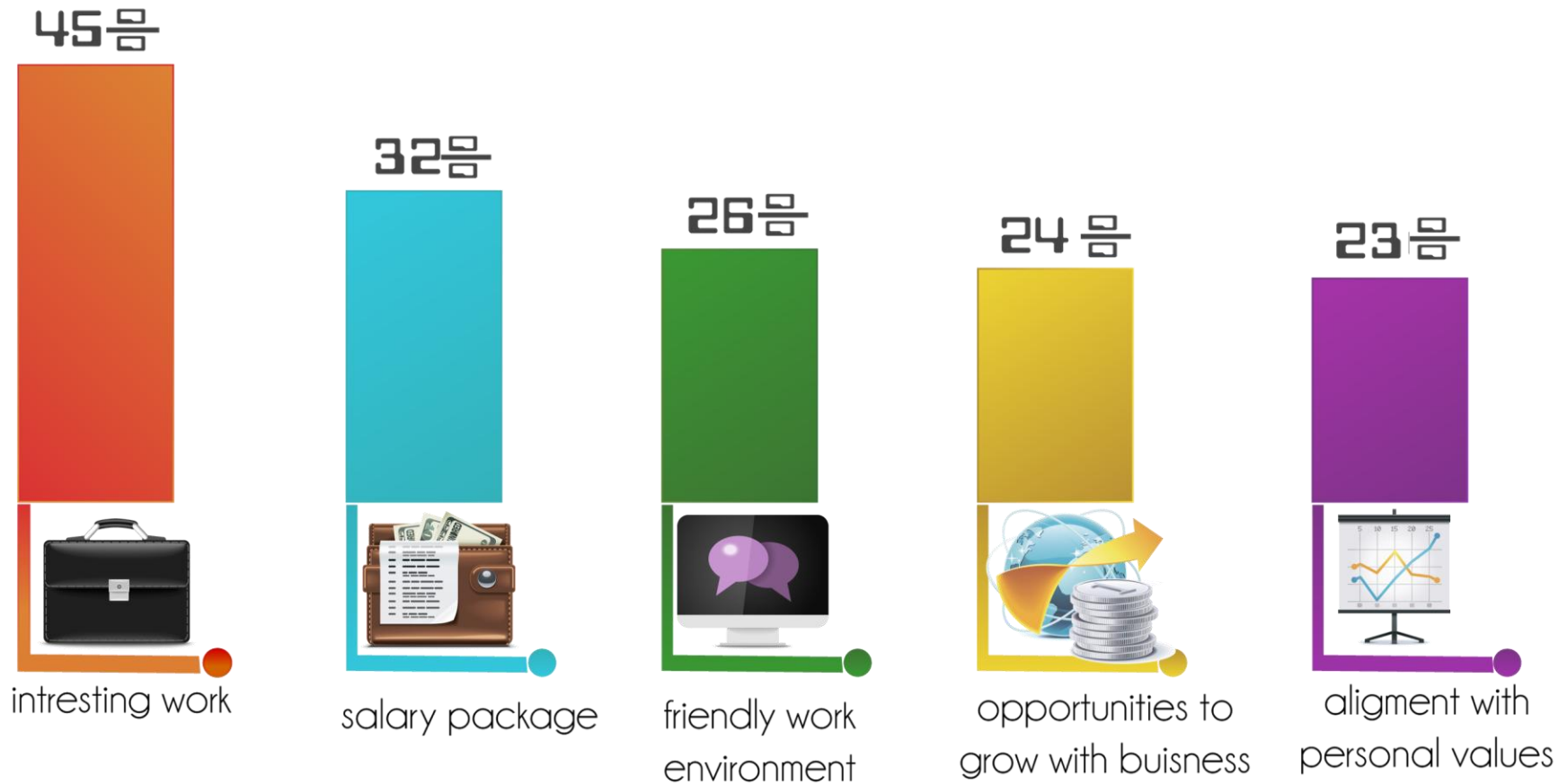




Things may look more attractive than they are



# Top 5 Reasons to Choose an Employer







**WHAT Amway Proposes to the Candidates**

# Amway in Russia (since 2005)



**1** Place in sales revenue in Europe among Amway affiliates



**5** Place in sales revenue among Amway affiliates globally

Moscow



**15** Locations in Russia



More than

**700**  
employees



**19,5** Billion Rubles

# Why People Come to Work at Amway





A man with grey hair and glasses, wearing a grey suit and a blue tie, is leaning over a desk. He is smiling and looking towards the camera. His hands are resting on the desk, and he appears to be working on a laptop or some papers.

## Because We keep the “marriage” promise

- Interesting job in a dynamic developing company
- Performance driven and values based culture
- Opportunity to grow and develop
- Friendly work environment

A curved blue arrow pointing from the list of benefits to the text box.

personal involvement of top managers

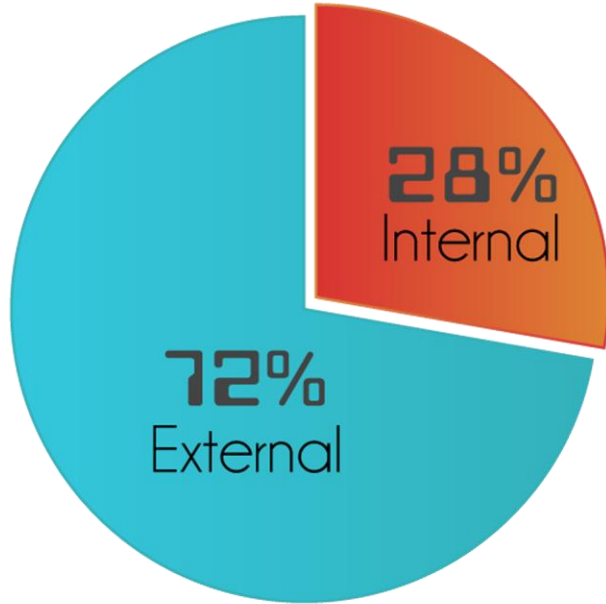
A curved blue arrow pointing from the text box above to the text box below.

HR process becomes business process

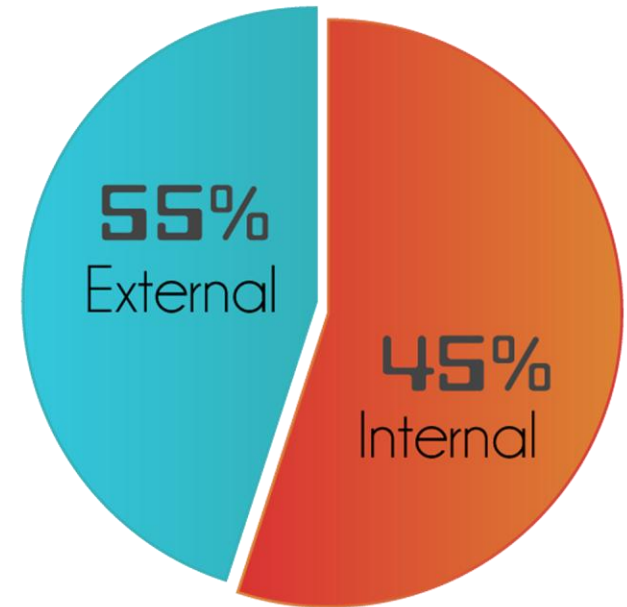
# So what's in it for business?

Vacancies in Key Positions

2010



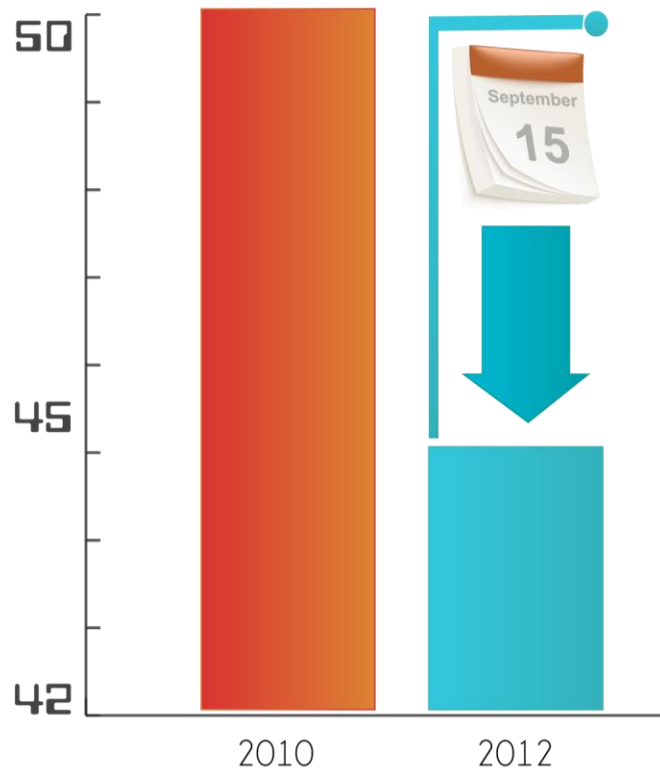
2012



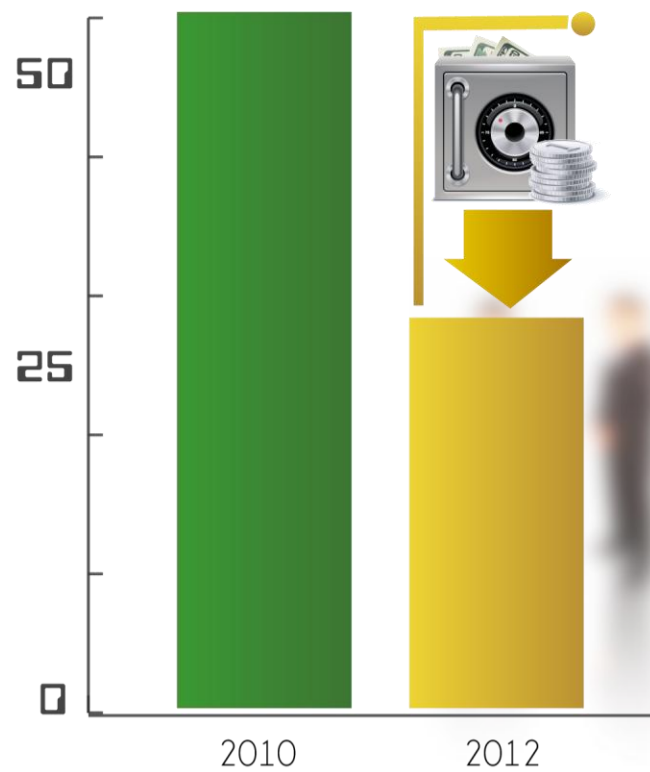


# So what's in it for business?

Time to hire  
(days)



Cost per new hire  
(KRub)

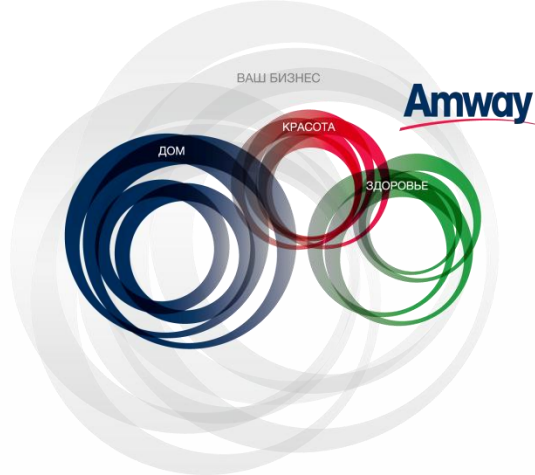


# People come to Amway

To work and **ENJOY**

To **GROW** and **DEVELOP**





**Your Questions, please**



# **RUSSIAN LABOUR LAW AND MAJOR MULTINATIONAL COMPANIES: PER ASPERA AD ASTRA!**

**Chaired by**

**Evgeny Reyzman**

*Counsel, Baker & McKenzie*

*CIS Limited, Chair of the Labour Law Sub-Committee*

**Julia Borozdna**

*Head of Employment and Migration Law Practice Pepeliaev  
Group*

*Deputy Chair of the Labour Law Sub-Committee*

# Practice of the courts on labour disputes and dismissals

**Marina Ryzhkova**  
*Partner*  
*Dentons*



# **Lessons learnt from “terminator” employees: how companies can defend their rights in open conflict situation**

**Sergei Kouksa**  
*Executive Director*  
*Personnel Law Bureau*



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