



The Association of European Businesses

HR Conference

Assessment, training and development

Building the brand

Quality Information | Effective Lobbying | Valuable Networking

Platinum
Sponsor:



Silver Sponsors:



www.aebrus.ru



Employer Branding

Tatiana Khvatinina, SHL



Employer Brand



One of the definitions of a brand in the *Concise Oxford Dictionary* is
'to impress unforgettably on one's mind'

Employment Branding – *'is the hottest strategy in employment. It is one of the few long-term solutions to the shortage of talent problem. Whereas most employment strategies are short-term and reactive to job openings, building an employment brand is a longer-term solution designed to provide a steady flow of applicants'*


Dr John Sullivan, Professor of HRM – San Francisco State University

Strong brands. What's in?



Candidates and employees evaluate the package of functional, economic and psychological benefits provided by employment and identified with the employing company.

Employer Branding: Google

 Jobs

Jobs

[Life at Google](#)

[Office locations](#)

[Joining Google](#)

[Student jobs](#)


Let's work together.

At Google, we understand that our worldwide success results from our globally diverse workforce. In every Google office, you will find challenging projects and smart people with potential to change the world. Googlers relish the freedom to create the next generation of web technologies in an environment designed to foster collaboration, creativity, health, and happiness.

[What's it like to work at Google?](#)

U.S. locations	International locations
Mountain View	United Kingdom
New York	Switzerland
Santa Monica	India
San Francisco	Ireland
all U.S. locations	all international locations

Search US openings



Learn more about ...

Business operations	Marketing and communications
Engineering operations	Product management
Finance	Sales, operations, and enterprise
Human resources	Software engineering
Legal and public policy	User experience

Employer Branding: Google

- Fortune Magazine has placed Google at the top of its list of the hundred best places to work
- Receive over a million applications every year from would-be employees
- Benefits they offer their employees at the Googleplex (their headquarters)
- **Free meals, 24 hours a day**
- **Financial planning classes**

Entertainment on tap. free massage therapy, a gym, hair stylist, fitness classes, sauna, roller hockey and an outdoor volleyball court. company's annual ski trip, movie day, summer picnic, Halloween and holiday party, health fair or quarterly group away days.



Advantages of a Strong Employer Brand



- Reduced costs associated with high turnover
- Reduced absenteeism
- Managers re-focused on business goals rather than recruitment activities
- Increased employee motivation, productivity and job satisfaction
- Consolidated image with employees, customers and shareholders
- Knowledge retained within hiring organisation
- Better customer service and shareholder return

5 Pillars of a Strong Employment Brand



Clear Value Proposition

What is about the organisation that turns people on?

What are the tangible/intangible benefits?

Synergy with Consumer Brand

Do we practice what we preach?

Authenticity & Consistency

Do we deliver what we promise?

**Equal Opportunities
Development Opportunities**

Engender Loyalty

**How committed is organisation to its employees?
It has an affect on the vice-versa**

Corporate Cultural Consistency

Creating a culture that doesn't make people want to leave



Building Employer Brand

Irina Zarina, SHL



People Intelligence. Business Results.

Recent SHL research has shown that half of UK adults (49%) have been left with a negative view of an organisation following an unsuccessful job application – and almost 1 in 5 (18%) of these have stopped doing business with a company as a result.

The results were drawn from a survey of 1,611 job candidates to 511 companies, including 255 retailers. Opinion Matters Research, March 2010

Employer Brand: goal

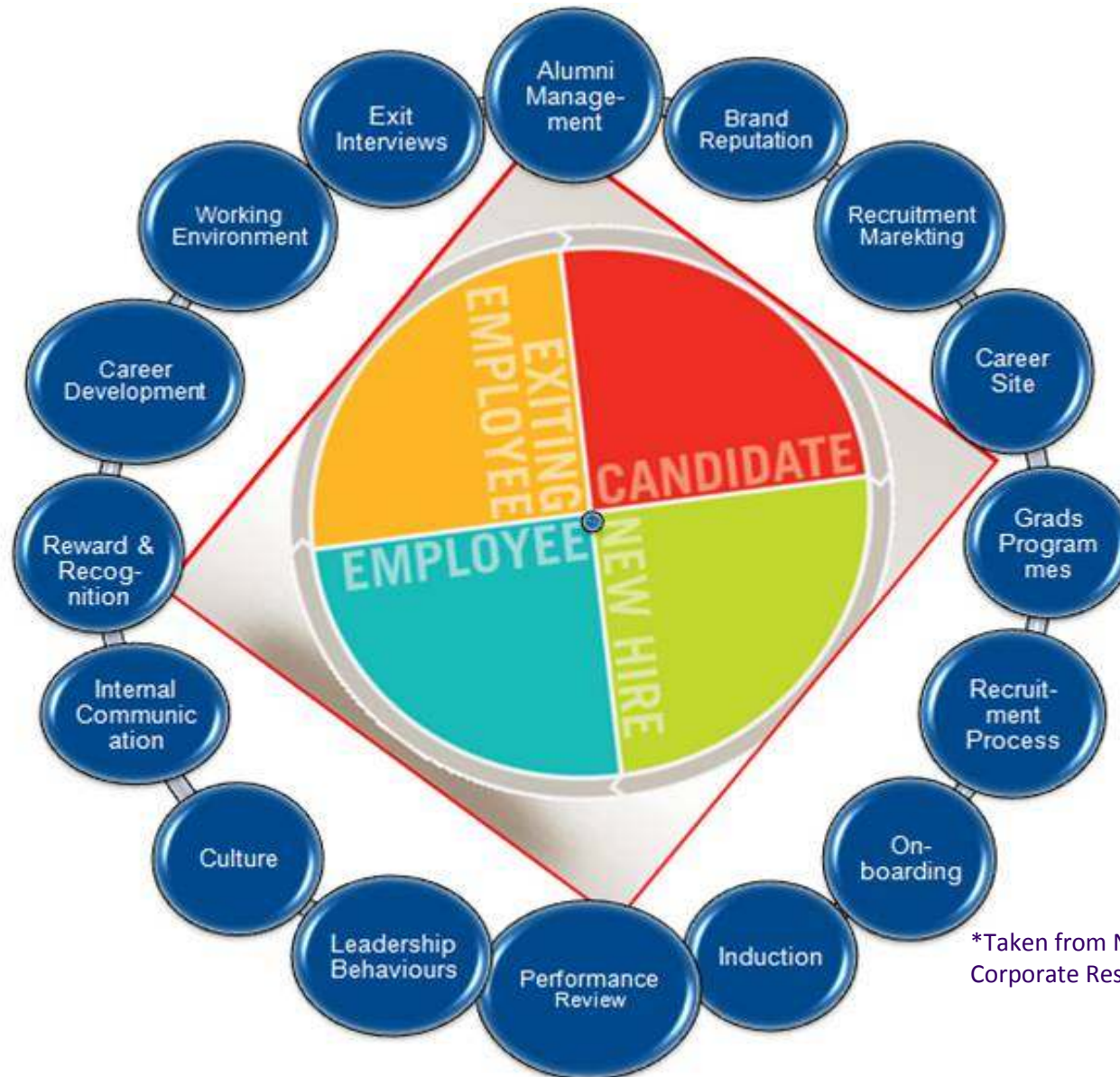
- One of the main goals in defining your employer brand is to be able to attract the most appropriate talent and **get it on board**
- When a firm undertakes employer branding as a strategic activity, the **‘product’** they are branding is the **employment experience** that the firm offers, and the **‘customers’** of this brand and product are **prospective and current staff**

Employer brand: criteria to meet

- consistent with the realities of the organisation
- different from those of competing employers
- attractive to members of the target audience

(Backhaus and Tikoo 2004; Ambler and Barrow 1996)

Target groups



*Taken from Nestle's presentation on Corporate Resourcing, by Manuel Monge

Top HR priorities. Shifting focus

HR Focus Area	2011 Top Priority	2011 Rank (Based on Top Priority)	2010 Top Priority	2010 Rank (Based on Top Priority)	2009 Top Priority	2009 Rank (Based on Top Priority)
Performance Management	50%	1	59%	1	56%	2
Succession Planning	44%	2	29%	6	42%	5
External Recruiting/Hiring	40%	3	35%	2	62%	1
Career Development	38%	4	35%	2	45%	4
Internal Promotion/Placement	35%	5	29%	6	50%	3
Training Needs Analysis/Skills Gap Analysis	32%	6	32%	4	35%	6
Workforce Planning	29%	7	30%	5	31%	7
Competency Modeling	25%	8	26%	8	21%	9
Bench Strength Analysis	17%	9	15%	9	24%	8
Training Certification	11%	10	14%	10	21%	9
Outplacement/Redeployment	7%	11	10%	11	9%	11

2011 Global Assessment Trends Report, SHL Previsor

Building Employer Brand: challenges

- First, an employer brand that conforms to an “ideal blueprint” cannot reflect the distinct identity of a particular organisation
- Second, the research on which this blueprint is based has focused almost exclusively on the attributes sought by potential employees
- Current and potential employees tend to perceive an organisation's employer brand in different ways
- It suggests that methods used to study employer brand attractiveness in the context of recruitment may not be appropriate when studying the perspective of current employees

Living the brand

Categories and sub-categories of attribute that influence the perceived attractiveness of an organisation's employer brand, from the perspective of current employees

ORGANISATIONAL SUCCESSIONS

- Past successes
- Current standing
- Expected future successes

EMPLOYMENT

- Employee rewards
- Style of management
- Manager-workforce relations
- Type of work
- Work environment
- Attributes of workforce

CONSTRUED EXTERNAL IMAGE

- Industry and stakeholder groups

PRODUCTS OR SERVICES

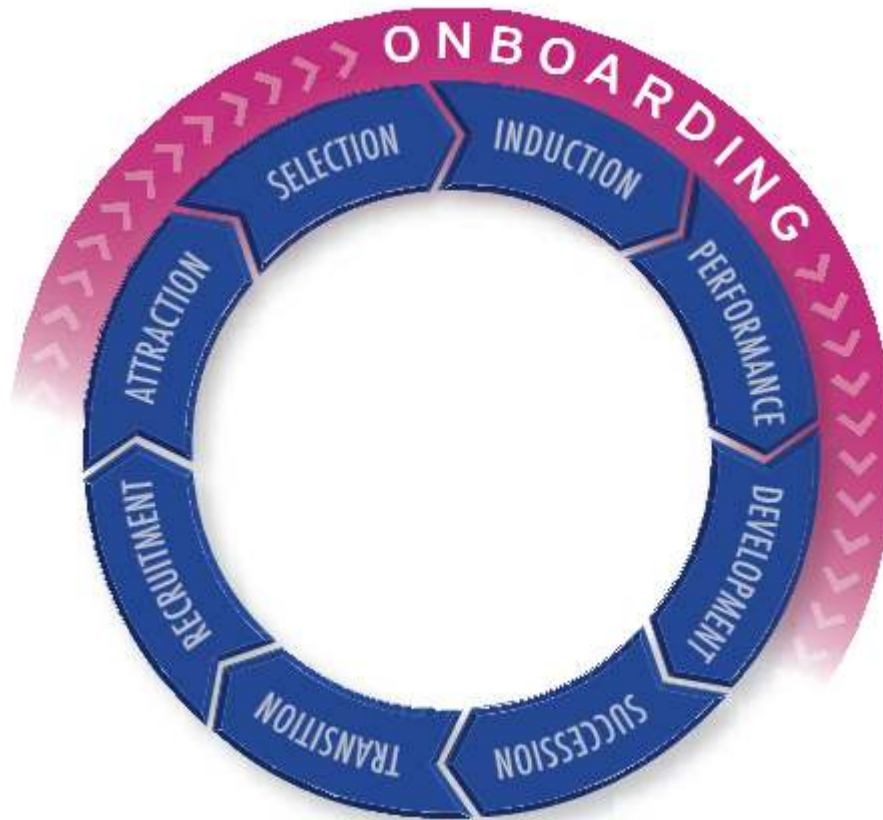
- Attributes and Values

Motivating employees to “live the brand”: a comparative case study of employer brand attractiveness within the firm

Rachael Maxwell, Simon Knox, Cranfield University, UK

JOURNAL OF MARKETING MANAGEMENT, 2009

Converting candidate into employee



Employer branding helps **create a culture by communicating it**, reminding and reiterating the important principles and by doing so set the mood for future action and behavior.

On-boarding can last for as long as it takes to get the employee engaged and productive

On-boarding purpose

- Fast-tracking employees to a state of **competence and engagement** ensures each and every new headcount adds value.
- Effective on-boarding contributes to two important and distinct aspects of employee engagement:
 - **Alignment**: How quickly and how effectively a new hire feels aligned with the organisation's direction.
 - **Absorption**: How quickly they become successfully immersed in the day-to-day activities of their job.

On-boarding through attraction

- **Do you have an employer branding strategy?**
 - Have you considered how you can best use it to ensure your employees are made aware of you expectations and culture?
 - Are you using Realistic Job Previews to instil strong sense of your organisation culture and values early in the attraction phase?
- Do you have a strategy to proactively contribute to the virtual personality of your organisation?

On-boarding through selection

- Have you mapped out the points of interaction between you and your potential recruits?
 - Have you ensured that the way each of these points of interaction is handled by your recruitment team translate into real 'moments of truth' where your organisation lives up to its employer brand?
- Does your selection process include a values assessment?
 - Ensuring your new recruits have the predisposition to align with your organisational values will increase your retention rates.
 - Selecting people with a good alignment to your organisation values also reduces the time it takes for them to become engaged and to start contributing to the business.
- Are you using fit-for purpose assessments?
 - Are your assessments online, easily accessible, candidate friendly, and do they provide ample opportunity for practice?
 - Are you offering the candidate feedback on their selection assessments?

On-boarding through performance management

- Have you set clear expectations early on about what success in the job looks like?
 - Have you recognised in your performance goals that this person is a 'new hire'?

On-boarding through learning & development

- Have you provided structured development support in the first few weeks?
- Have you given feedback on the selection process?
 - Why you recruited them
 - What you believe their strengths to be in the context of the new role
 - How you gleaned this from the assessment process and assessment instruments
 - What you want them to achieve
 - How their strengths will help here
 - What are their development areas in the context of the new role
 - Their own perspective on their development needs

On-boarding through learning & development

- How you will support them bridge the gaps
 - What resources (people and content) are available to help them develop.
- Have you used the assessments from the selection stage to provide insight into how to build the development plan?
 - Competencies found to be lacking when assessed at recruitment can be highlighted and development plans put in place around these.
- Do you have an understanding of what drives this new hire? And have you worked out how you are going to increase their level of engagement?

Pre-Hire Assessment Usage and Plans for Use

	2011				2010	2009
Assessment Types	Currently Using	Planning to Use	Total	Rank	Rank	Rank
Skills/knowledge tests	71%	13%	84%	1	1	2
Cognitive ability/general problem solving tests	64%	15%	79%	2	2	1
Personality tests	66%	12%	78%	3	4	8
Job fit tests	50%	18%	68%	4	6	5
Job-specific solutions	42%	21%	63%	5	7	4
Situational judgment	42%	21%	63%	5	5	7
Job simulations	38%	22%	60%	7	8	6
Specific ability tests	43%	15%	58%	8	3	3
Culture fit tests	30%	25%	55%	9	9	9
Biodata (life history information)	47%	5%	52%	10	11	11
Interest assessments	29%	16%	45%	11	10	10

2011 Global Assessment Trends Report, SHL Previsor

Tips to increase on-boarding efficiency

- Focuses on the individual's learning styles and likely team strengths with a competency-based development planner based on personality style
- Focuses on what motivates individuals, highlighting specific actions that the manager can take to ensure the new starter is fully engaged and productive



Employees – the talent to manage

- Activities to ensure people stay are to reward and recognize individual achievements:
 - offer career development
 - good work environment
 - evaluation of a manager's ability to cultivate the talent in their team

Post-hire trends 2011

	2011				2010			
Post-Hire Program	Currently Using	Planning to Use	2011 Total	Rank	Currently Using	Planning to Use	2010 Total	Rank
Career Development	64%	21%	85%	1	61%	25%	86%	1
Promotion	63%	19%	82%	2	57%	20%	77%	3
Succession Planning	52%	25%	77%	3	46%	29%	75%	4
Training Needs Analysis/Skills Gap Analysis	49%	24%	73%	4	52%	28%	80%	2
Performance Management	47%	19%	66%	5	45%	23%	68%	5
Workforce Planning	32%	25%	57%	6	28%	29%	57%	8
Bench Strength Analysis	31%	24%	55%	7	29%	30%	59%	6
Training Certification	27%	17%	44%	8	42%	17%	59%	6
Outplacement/Redeployment	25%	19%	44%	8	26%	16%	42%	9

2011 Global Assessment Trends Report, SHL Previsor

Trends- Current workforce strategies

Survey Statement	Percent "Yes"
We use career development as a retention strategy.	75%
My company has a formal career development program for all employees.	34%
We have a formal career development program that employees can choose to participate in (versus an invite-only program).	28%
We have a formal process in place to help employees find new careers internally.	48%
We have created career paths for most or all of our job families.	39%

2011 Global Assessment Trends Report, SHL Previsor

Questions ?



Employment Branding

Philip Rybakov, HR VP, JTI
Chartered MCIPD



Why?

1

“Russians Love
Brands”

Very Important

33 %*

* 2010 Kelly Global Workforce Index

Top 5 *

(Ireland, UK, Italy, Poland)

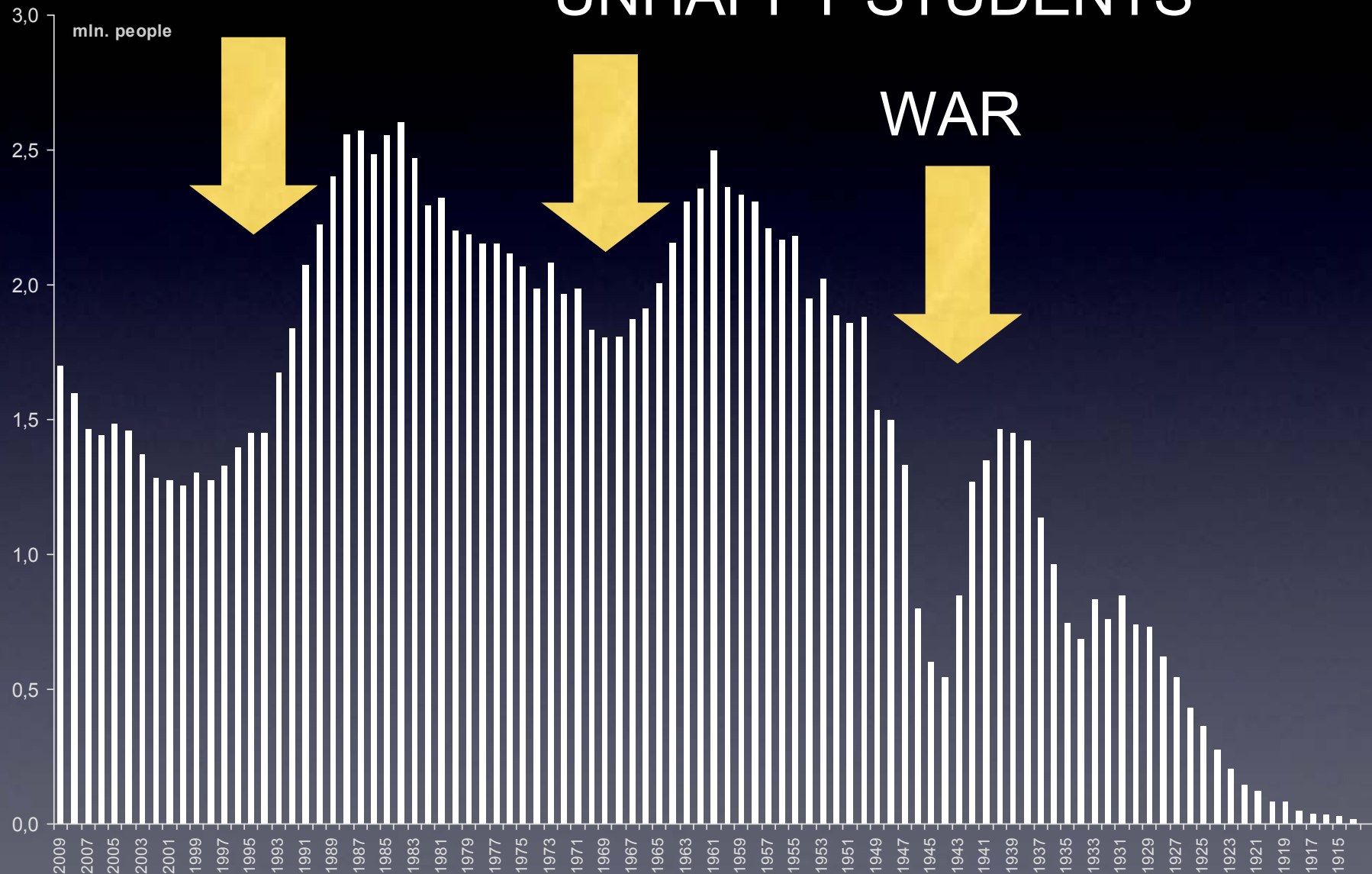
* 2010 Kelly Global Workforce Index

2

IMPORTANT:
74 % Gen Y *

* 2010 Kelly Global Workforce Index

COLLAPSE OF SU UNHAPPY STUDENTS



Do you have
problems today?

Lucky old days

3

Helps to build
HR Credibility

4

Main concern of CEOs*

* Accenture CEO Study 2010

5

Tobacco Business

Brand is
a promise





Start with your
employees

Engagement?

C&B Offer?

Learning and Development Solutions?



Something
Special?

EHS?

2200

1,5





Дети До 150 см — детское кресло или бустер,
от 150 см — ремни безопасности.

Пристегнитесь сами, пристегните детей!

Уважаемые коллеги!

Каждый день на дорогах России происходит дорожно-транспортные происшествия (ДТП). К сожалению, ДТП происходят и с нашими сотрудниками. Большинство аварий можно предотвратить, соблюдая правила дорожного движения, совершенствуя технику безопасного вождения и просто вежливо и аккуратно ведя себя на дороге. Эти простые правила помогут уменьшить, а иногда и полностью свести на нет последствия аварии для водителей и пассажиров.

Несколько простых советов помогут Вам и Вашей семье избежать или уменьшить последствия ДТП.

Обязательно пристегивайтесь в автомобиле – даже если находитесь на заднем сидении. По статистике, использование ремней безопасности снижает риск получить травмы при столкновении на 50-70%.

Напоминайте, чтобы Ваш супруг или супруга всегда пристегивались при вождении автомобиля.

Перевозите детей только в специальных детских креслах или с использованием специальных подушек/бустеров. Дети – это самое дорогое, что у нас есть. Помните, что при ДТП дети страдают больше всех: перевозка детей без специального оборудования запрещена и существенно увеличивает вероятность травм. Ребенок весом от 18 кг до 36 кг и ростом до 150 см может находиться в кресле-бустере. После этого ребенок может пристегиваться обычным ремнем безопасности. Использование ремней безопасности снижает риск получения смертельных травм на 45%, использование удерживающих детских сидений уменьшает его на 71% для младенцев и на 54% - для малышей, начинающих ходить.

Напоминайте водителю, что включенные днем фары, по данным специальных исследований, уменьшают риск попадания в ДТП на 20%.

И, пожалуйста, никогда и ни при каких условиях не садитесь в автомобиль к водителю, употребившему хоть немного спиртного! Не позволяйте близким Вам людям управлять автомобилем в состоянии опьянения!

Элементарные правила, не так ли? Но во многом именно от Вас зависит, будут ли они выполняться каждый день.

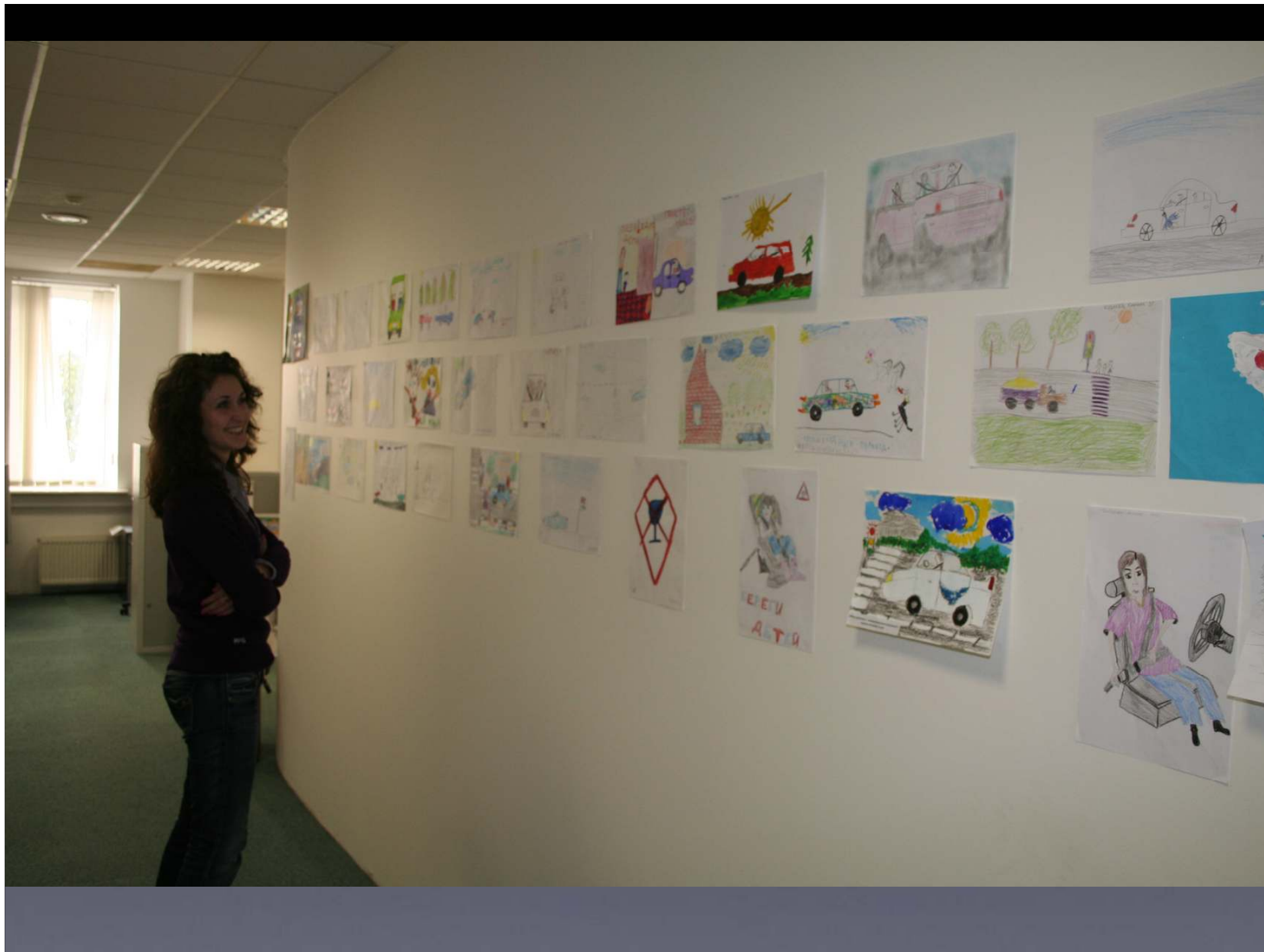
В заключение и хочу поблагодарить Вас за соблюдение этих простых правил.

Счастья Вам, здоровья и благополучия!

С уважением,
Катия Томлинсон,
Генеральный Менеджер ЗАО «Дж.Т.И. по Маркетингу и Продажам»







Zero number of
accidents

WHO

10,000

GLOBAL
CORPORATE CHALLENGE®





3000

13000

➤ **67% of the participants reported an increase in ENERGY**

➤ **67% of the participants reported an increase in FITNESS**

➤ **42% of the participants reported a LOSS in WEIGHT**

➤ **4,8 KG is a reported average WEIGHT LOSS**

*GCC independent survey among JTI employees, October 2010.

Does your supervisor, or someone at work, seem to care about you as a person?*

*Gallup Q12

Thank
you



MOVING FORWARD TOGETHER

Trademark of mutual commitments

MOVING FORWARD TOGETHER



Presentation :

Author : Creation date :

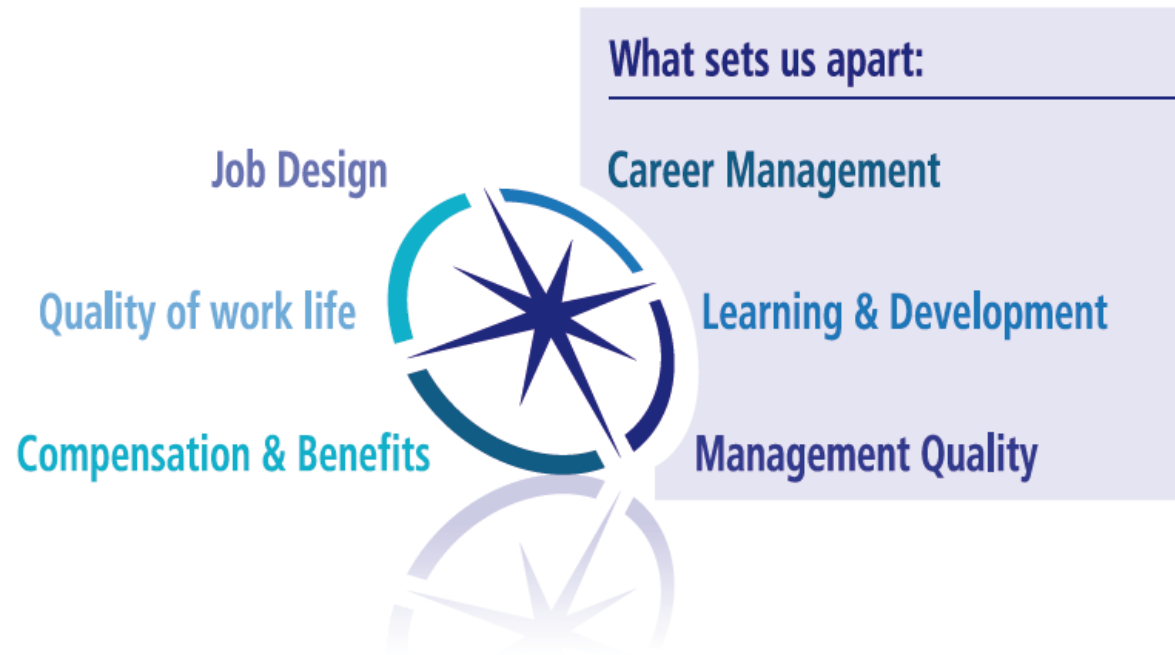


The trademark of mutual commitment in six areas



MOVING FORWARD TOGETHER

Our ambition: To be aligned with or differentiated from benchmark practices in the various countries' local job market.



- ⌚ Long-term, personalized career path.





LEARNING & DEVELOPMENT



MOVING FORWARD TOGETHER

- ⊗ Organized learning at each step of your career.

Company

Commitments

Employee

Giving all employees an orientation course when they enter the company

ORIENTATION
COURSE

Viewing training and mentoring as the Company's investment in your development

Drawing up an Individual Training Plan whenever an employee enters a new job

INDIVIDUAL
TRAINING PLAN

Making suggestions to help to acquire new skills

Updating ongoing training plan during Periodic Development Reviews

CONTINUS
LEARING
PROGRAMM

Making the most of every training and development opportunity offered by the Company





MANAGEMENT QUALITY



MOVING FORWARD TOGETHER

- ⊗ A close, trusting relationship that empowers and develops each employee.

Company

Commitments

Employee

Managers are required to set the example, be available and receptive, set high standards, embody the Group's values

LEADERSHIP

Putting the Group's values into practice on a daily basis and shouldering the responsibilities manager assigns

Making it easier for individual employees and the Group to achieve their objectives

MANAGEMENT OF PERFORMANCE

Helping carry out the team's decisions and achieve its objectives

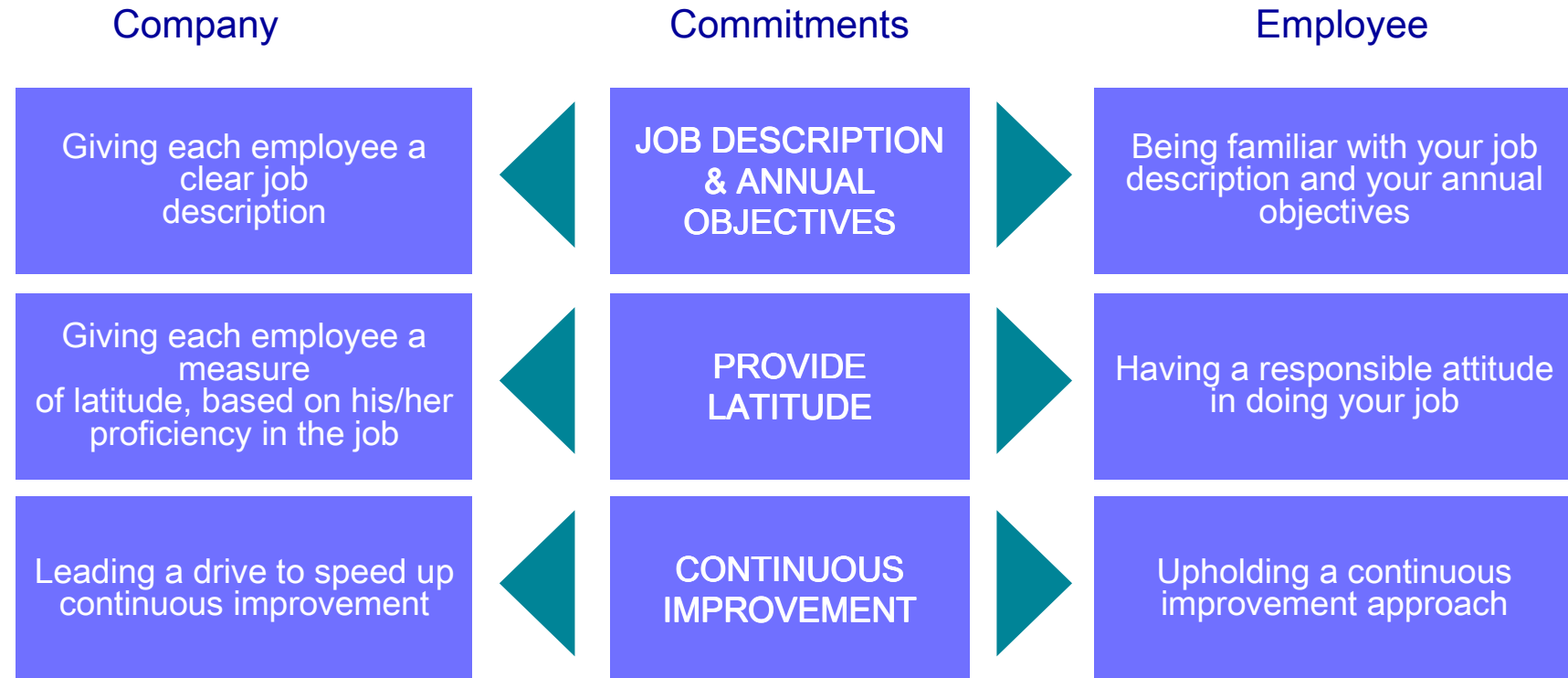
Supporting managers by providing training and measuring the Group's management quality

PEOPLE DEVELOPMENT

Building an open, trusting relationship with your manager by giving constructive feedback



- ⌚ A position that encourages continuous improvement in serving our customers.





QUALITY OF WORK LIFE



MOVING FORWARD TOGETHER

- ⊗ Good working conditions in which you can put your talent to use.

Company

Commitments

Employee

Keeping employees safe by continuously improving safety in the workplace

SAFETY

Following the Company's safety rules and making sure others do the same

Working to improve the workplace environment

WORKING ENVIRONMENT

Making sure that what you do and say helps to build and maintain a good working environment and atmosphere for you and your colleagues

Fostering the ability to get acquainted with one another and developing corporate social responsibility

COMMUNICATION WITH EACH OTHER

Being open to employees' diversity in the Company



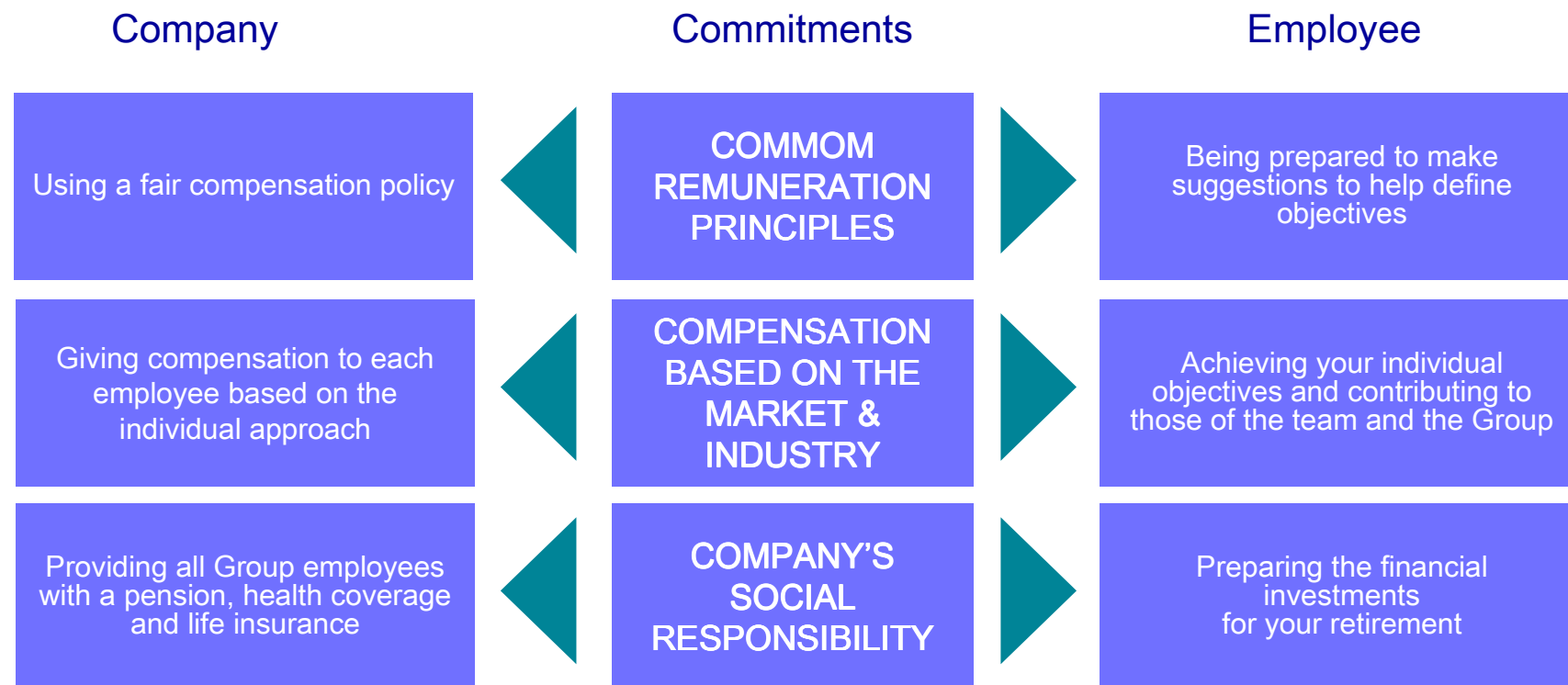


COMENSATION & BENEFITS



MOVING FORWARD TOGETHER

- ⊗ Fair compensation, based on your level of responsibility and your performance



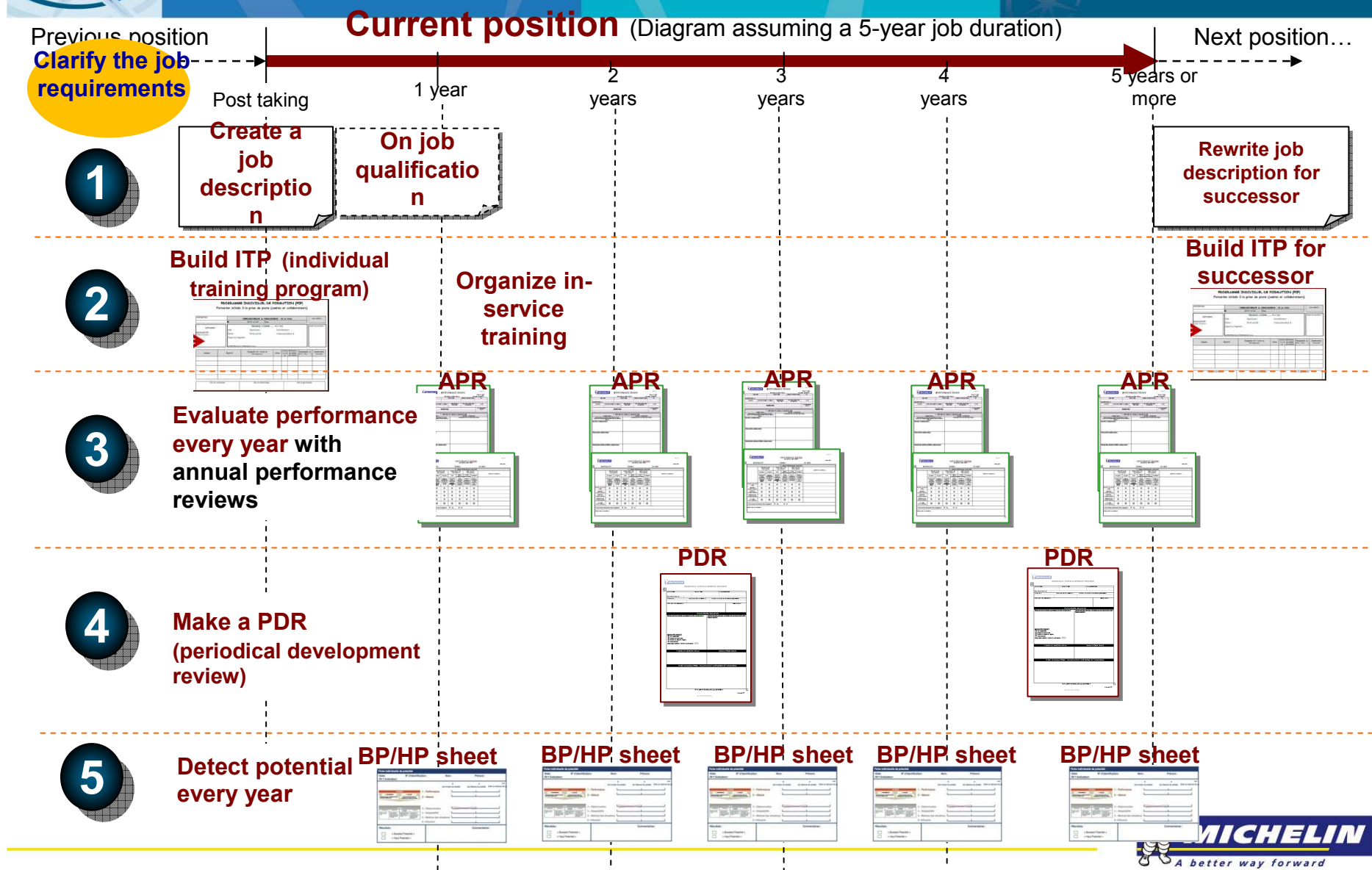


Company dimension: people development

Key steps to developing a person



MOVING FORWARD TOGETHER





Recruitment approach



MOVING FORWARD TOGETHER

Our target: To hire people not for the job, but for the future careers in Michelin

Work with Universities:

Internships, part-time jobs for the students, Challenge Bibendum, Students days

Feedback: Structured feedback, possible career paths during job offer

Recruitment Process:

Clear structure, tests and business cases usage, involvement of experts and career managers; collective decision

Integration and Career Management processes





The Association of European Businesses

HR Conference

Assessment, training and development

Building the brand

Quality Information | Effective Lobbying | Valuable Networking

Platinum
Sponsor:



Silver Sponsors:



www.aebrus.ru



“Employer Branding In the Spotlight:

Outward & Inward Focus Basis BAT & MTC
Experiences”

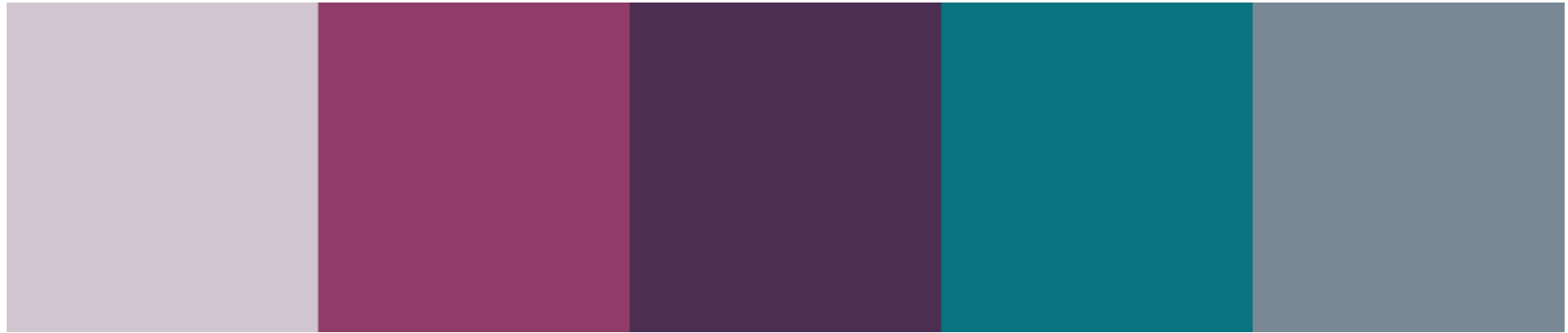
Presented by Talent Q for AEB HR conference

May 19th, Marriot Grand, Moscow

By Katerina Rodyunina

Consultant & Senior Account Manager





Talent Q provides innovative
online psychometric assessments,
training and assessment consulting,
addressing talent management challenges
throughout the employee lifecycle

Talent Q International

founded by Roger Holdsworth

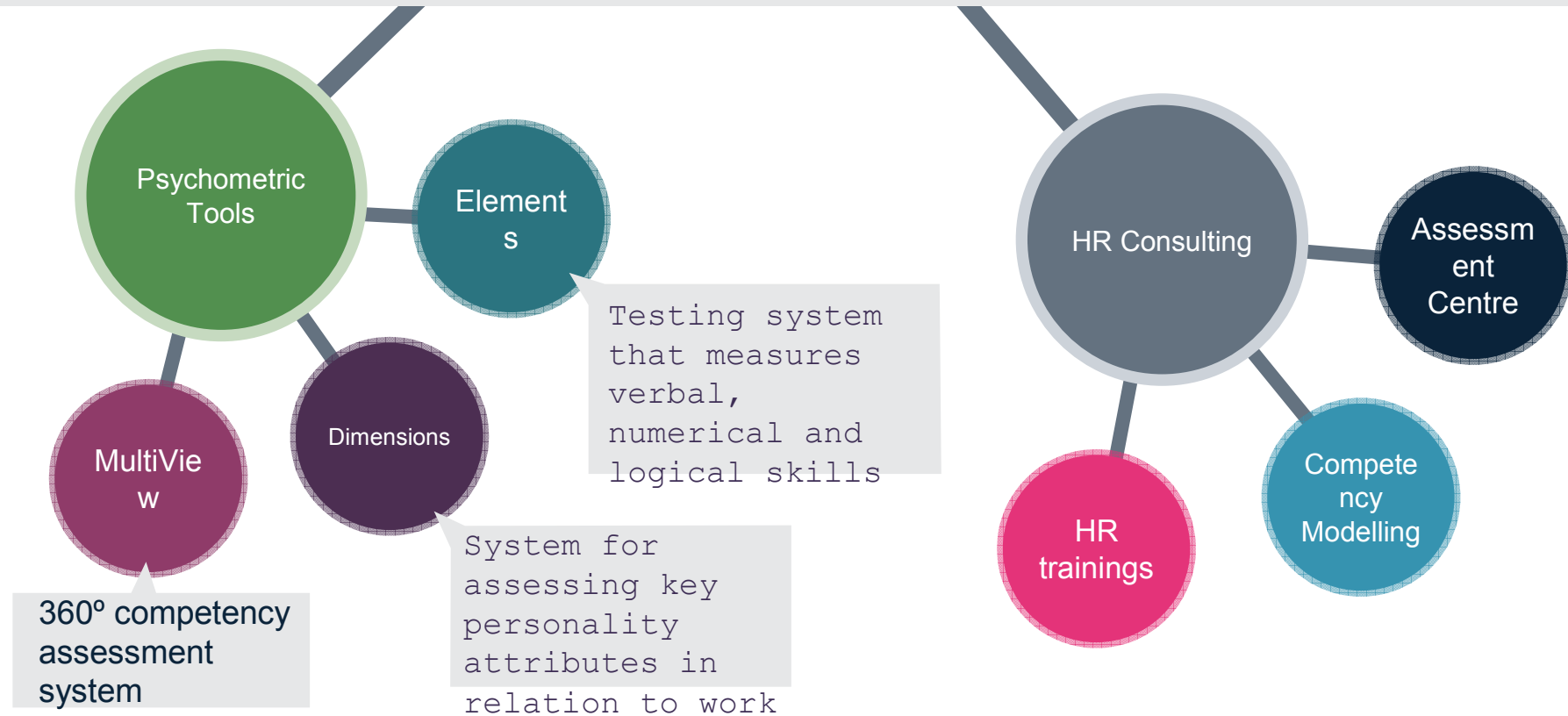


Roger worked as a business psychologist since the 1960's. In 1972 he founded SHL (with Peter Saville), which became the world's leading firm in the area of psychometric testing. As CEO of the SHL Group, he floated it on the London Stock Exchange, and grew it to have worldwide sales of over £70 million, 7500 clients, and 1,000 employees in 30 countries.

Roger retired from SHL in 2002, but continued his life-long passion for developing ground-breaking assessment products and extending the [Talent Q global network](#) until his recent passing in February 2011.

Talent Q in Russia

Psychometric Solutions & HR Consulting



By 2004 Roger had developed innovative online assessment solutions that formed Talent Q Assessment Systems (TQAS) The Russian versions are fully adapted & standartised and are available for purchasing since 2009.

Talent Q products are available in more than 30 languages.

HR-consulting

Living Innovation

In addition to offering top-notch psychometric solution we're ready to help our clients with extensive HR consulting portfolio:



- Assessment Centers
- Competency Modeling
- HR Trainings & Certification
- **Custom-made HR-projects**

We believe that it's client challenges like these that allow us to remain **one of the most flexible and innovative HR consulting companies.**

Our clients in Russia



Employer Branding vs Employer Value Proposition

EB or
EVP ...

EVP - essentially embodying EB

Why the total work experience at YOUR organization is superior to that at other organizations?

Answer that and: get and retain staff who will **choose** to commit themselves to YOUR organization.



What's In It For You?

“Everybody wins” © not-House

- **Attraction and retention of key talent**
- **HR agenda prioritisation**
- **Strong people brand selling itself**
- **Re-engage a disenchanted workforce where required**
- **Reduce hiring premiums**



Focus on your future & current staff

EVP applies to everyone in your company



BAT:

Outward-focused EVP case (EB-shaped recruitment on different levels)



MTC:

Inward-focused EVP case (corporate values promotion as part of overall HR strategy for employees)

BAT

Gave the grad applicants answers to those pressing questions

Why...

start working for BAT?

EVP:

Will use an informative (both on the values and on the job specifics side) flash website game to present BAT brand & grad program to applicants



- To distinguish BAT grad program from others
- To hire “BAT people”
- To make sure their decision is informed
- To increase company brand awareness
- To make it an experience for them

MTC

Made corporate values easy to understand & relate to

Is this...

really the company for me? Should I leave if a competitor offers more?

› **EVP:**

Comprehensive & exciting board game developed to make corporate values better known & lived

- To make sure MTC people are kept & corporate values encouraged
- To be “on the same page”
- To make values easy to understand for everyone
- To make it fun for all





Thank you for your time!



(If you're incredibly creative, or just have a great idea, or simply thought of a way to improve your company EVP/EB...please let us know

We get very excited when something unusual comes up and would love to be a part of it.)

talent 

Leveraging online technology for Employer Brand promotion



British American Tobacco: who we are

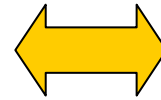


BRITISH AMERICAN
TOBACCO

- One of the leading international tobacco companies with 15% global market share
- The most international tobacco group with presence in over 180 markets
- About 60,000 employees worldwide
- 50 factories in 41 countries
- Volume is some 900 billion sticks a year
- Portfolio of 300 brands
- Every seventh adult smoker in the world chooses cigarettes made by British American Tobacco
- The world leader in tobacco leaf production

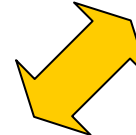
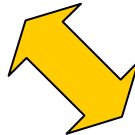


How EVP is linked with your brands?



Brands we sell

Corporate Brand

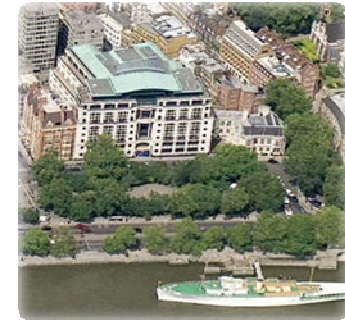


**Employer Value Proposition /
Employer Brand**





L'ORÉAL



BRING YOUR DIFFERENCE



BRING YOUR DIFFERENCE



BRING YOUR DIFFERENCE



Changing world

- New professions, new ways of working
- No life careers
- Generation Y and Z increase in work force
- Increased use of communication, media and digital



Online media is all around



15 years ago

Libraries, morning paper

Fax, post, landlines

TV, VHS, walkman

Social clubs, penpals

Today

34,000 searches in Google per second

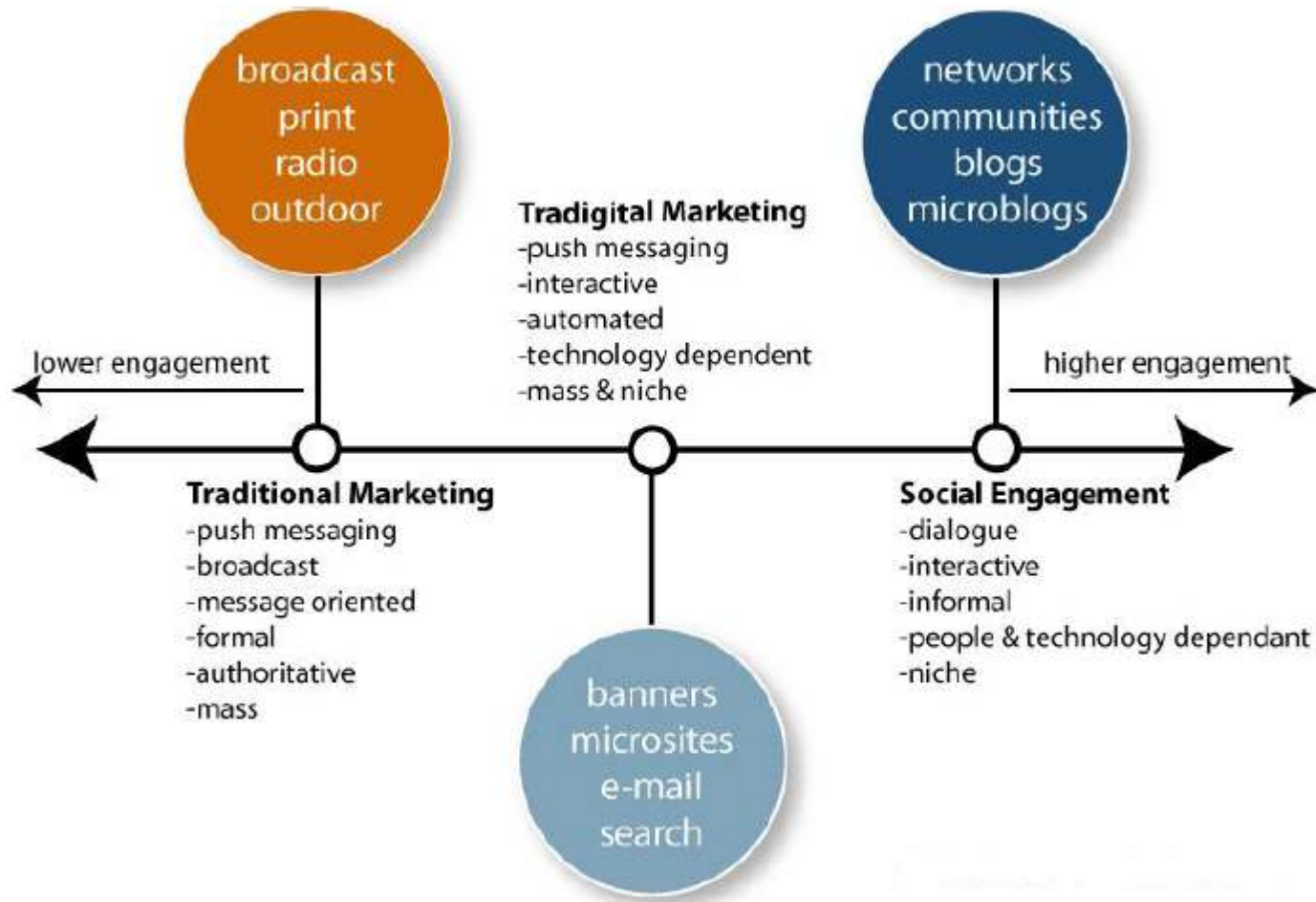
100 billion non-spam emails and IM's sent per day

200 million mobile YouTube views per day

>85 million LinkedIn registered users



Advertising has changed

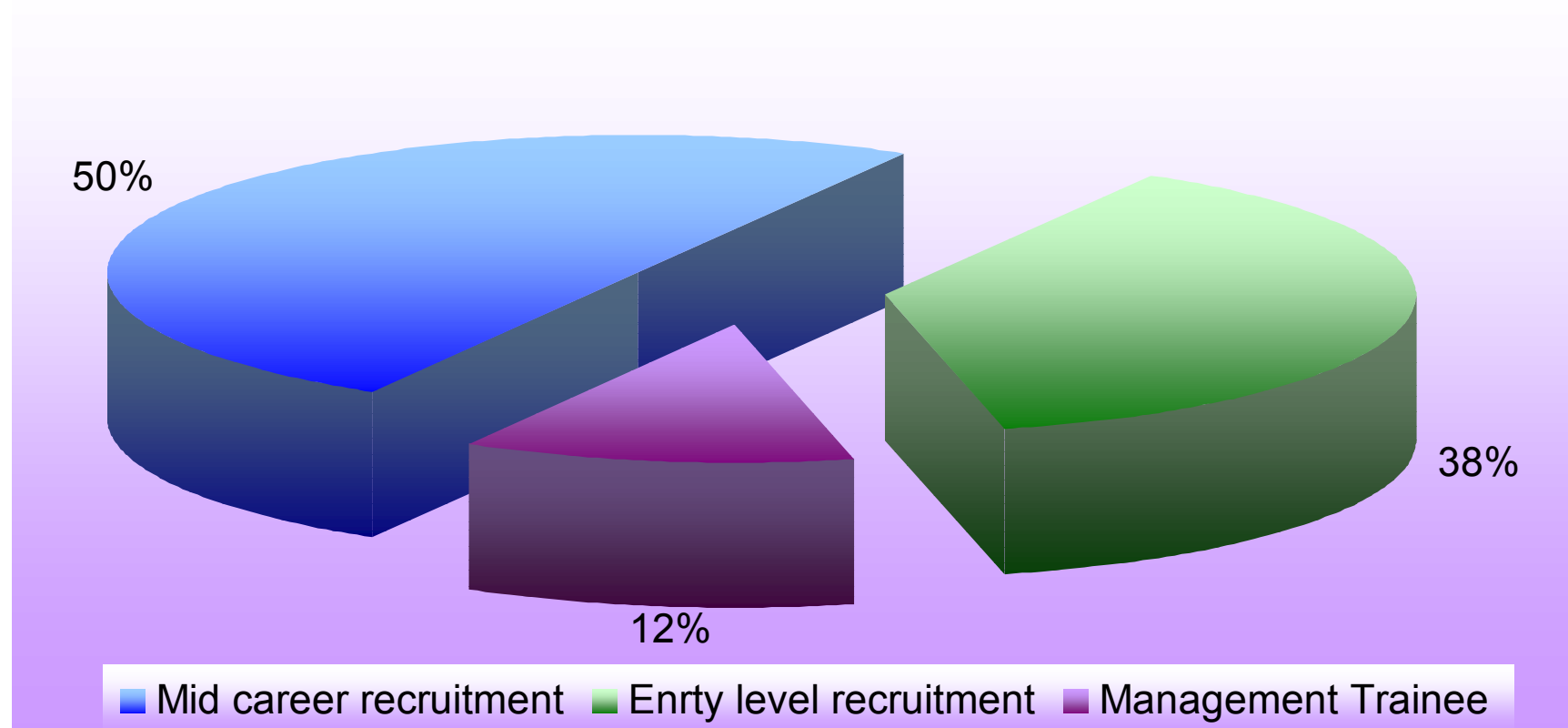


To build strong management pipeline we have to engage all candidates' target audiences



Though the majority of current Senior leaders joined company as Mid-Career recruits we can not underestimate other audiences

Career Entry Point Breakdown, BAT Russia



Global career web-site is a centerpiece for telling our story outside



Careers and recruitment



Why choose us?

Meet our employees

Graduate careers

Experienced professionals

Our business functions



Bring your difference

Be inspired

Be challenged

Be yourself

Come and meet us ▶

▶ **Graduate careers**

Do you think you have what it takes to succeed with the world's most international tobacco group?

▶ **Experienced professionals**

Talented people join us at all points of their career. Learn more about becoming a part of this truly exciting company.

▶ **Our business functions**

Learn more about the opportunities British American Tobacco can offer in different functional areas.

BRING YOUR DIFFERENCE



Online game for Graduates help us engage and motivate them from application



- Is located on our web-site for Graduates application and is accessible for everyone
- Demonstrates the way of working in international company and how each Business Function contributes to business result
- Not to assess Graduates, but to help them decide what will be exciting for them within BAT and choose the Function to apply correctly
- Simple, bright and entertaining and creates a technology- and youth-friendly online employer brand



LinkedIn creates new-in-kind recruiting value by providing both broad reach and high quality candidate interaction



- Career Page to tell about BAT as an Employer

- Access to Profiles of high calibre talents who are not in active search

- “Recommend a vacancy” facilities

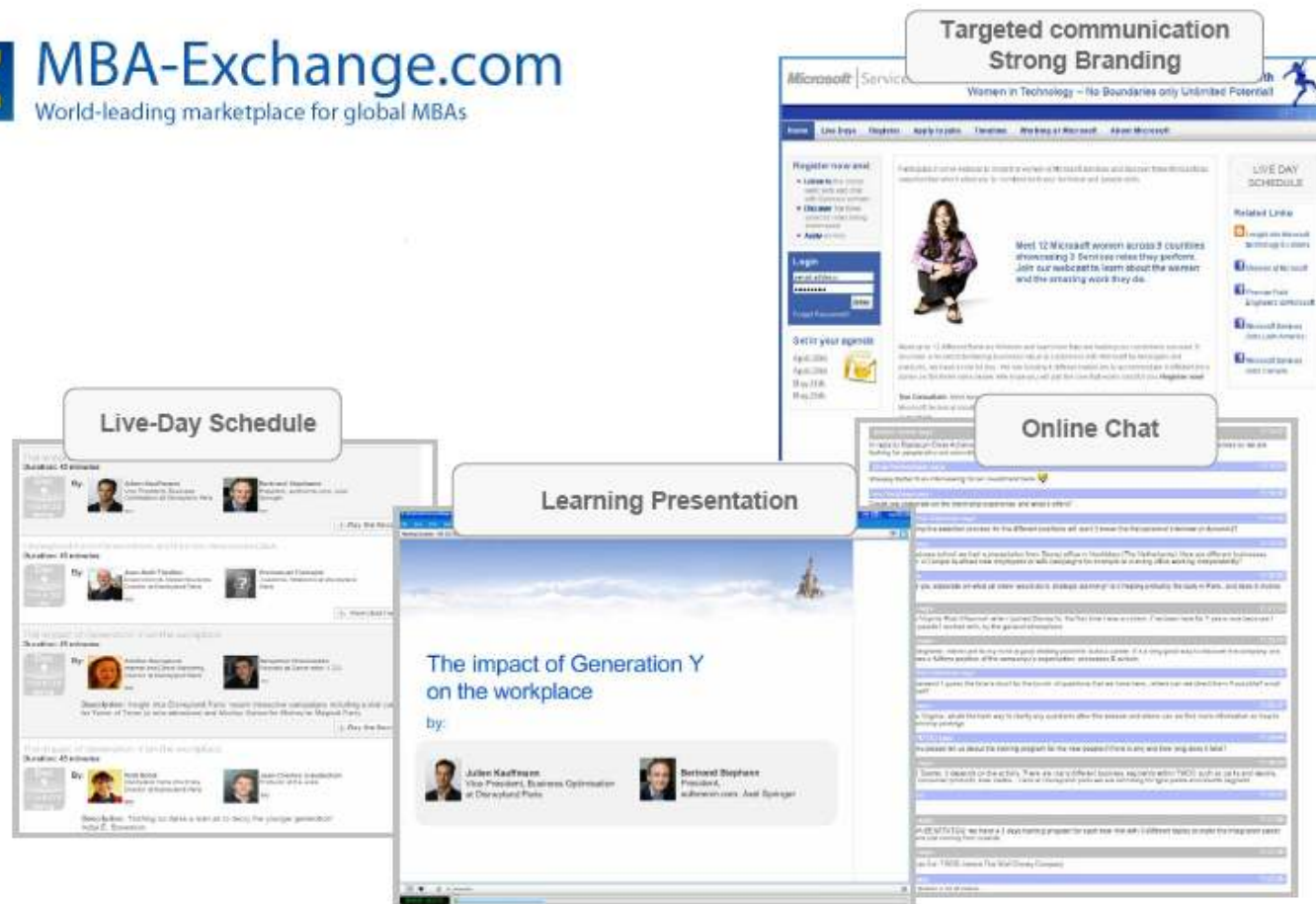
- Talent Direct Campaigns (direct mailing)

- Traditional advertising facilities (banners)

- Talent Insights research



Start conversation with global MBA community through dedicated online event



BRING YOUR DIFFERENCE



How we benefit from technology in our recruitment activities?

EVP image improvement

Using social networks increases visibility and helps the EVP image stand out amongst targeted prospects

Help in Graduate Recruitment

Creates a technology- and youth- friendly only employer brand

Decrease in Cost per hire

Creating a solid candidate pipeline through social networks decreases the recruiting costs at the end of the day

Decrease Time to fill

Available jobs get filled faster due to social media's higher usage rate and immediate response time

Candidate Diversity Improvement

No state and industry boundaries.



Questions?:

Elena Samoylova

elena_samoylova@bat.com





a step ahead

Employee Branding in the Spotlight – Inward Focus based on MTS experience

AEB Conference
May 19th 2011

Vera Kudryashova,
Director, Department for HR Policy, MTS Group

Marina Derevleva,
Director, Corporate University Department, MTS Group



a step ahead

What we shall be discussing...

1. Why MTS needs corporate values?
2. PROSTO values
3. Communications: Plan and channels
4. PROSTO values introduction experience
5. Your questions



Launching new corporate values: Goals and objectives

Company's mission:

JUNE 2010

Company's slogan:

«We create the best customer experience»

«One Step Ahead»



KEY OBJECTIVE:

STAFF INVOLVEMENT

In order to enable MTS customers and the company to be One Step Ahead, we need to create the best customer experience every day. The new corporate values – **PROSTO** will help us here.

WHAT IS OUR FINAL GOAL:

MTS is one step ahead not only through the use of innovations and its leadership in advanced telecom technologies, but the employees as well.

Being One Step Ahead and Creating the Best Customer Experience is more than words to our employees. It is their mindset and daily principle.

MTS is a company with strong corporate culture. Each employee shares the company's mission and uses the values in his daily work, setting the pace to his colleagues.

(место для проставления грифа конфиденциальности)
ОАО «Мобильные ТелеСистемы», г.Москва ул.
Марксистская, д.4



a step ahead

New values: PROSTO

Step 1:

Setting forth the Values

Step 2:

Implementation: introduction of the values into the company's life using various communication channels

PROSTO (ПРОСТО) is:

Simple abbreviation

Simple abbreviation that is easy to remember, showing that everything is easy in our company

(место для проставления грифа)
ОАО «Мобильные ТелеСистемы»
Марксистская, д.4

Six values:

П артнерство	S Partnership
Р езультативность	I Productivity
О тветственность	M Responsibility
С мелость	P Courage
Т ворчество	L Creativity
О ткрытость	E Openness



a step ahead

How we deliver the new values?

SIMPLY, intelligibly, in playful manner

YES! 👍

We are the leaders who lead and inspire

SIMPLY

With humour, brightly, resourcefully, in playful manner

Friendly, openly, easily

NO! 👎

No lecturing

No undue familiarity

No scandalous behavior

No intrusion or aggression

Communications Plan

Step 1:
TO LEARN
One week after
launch

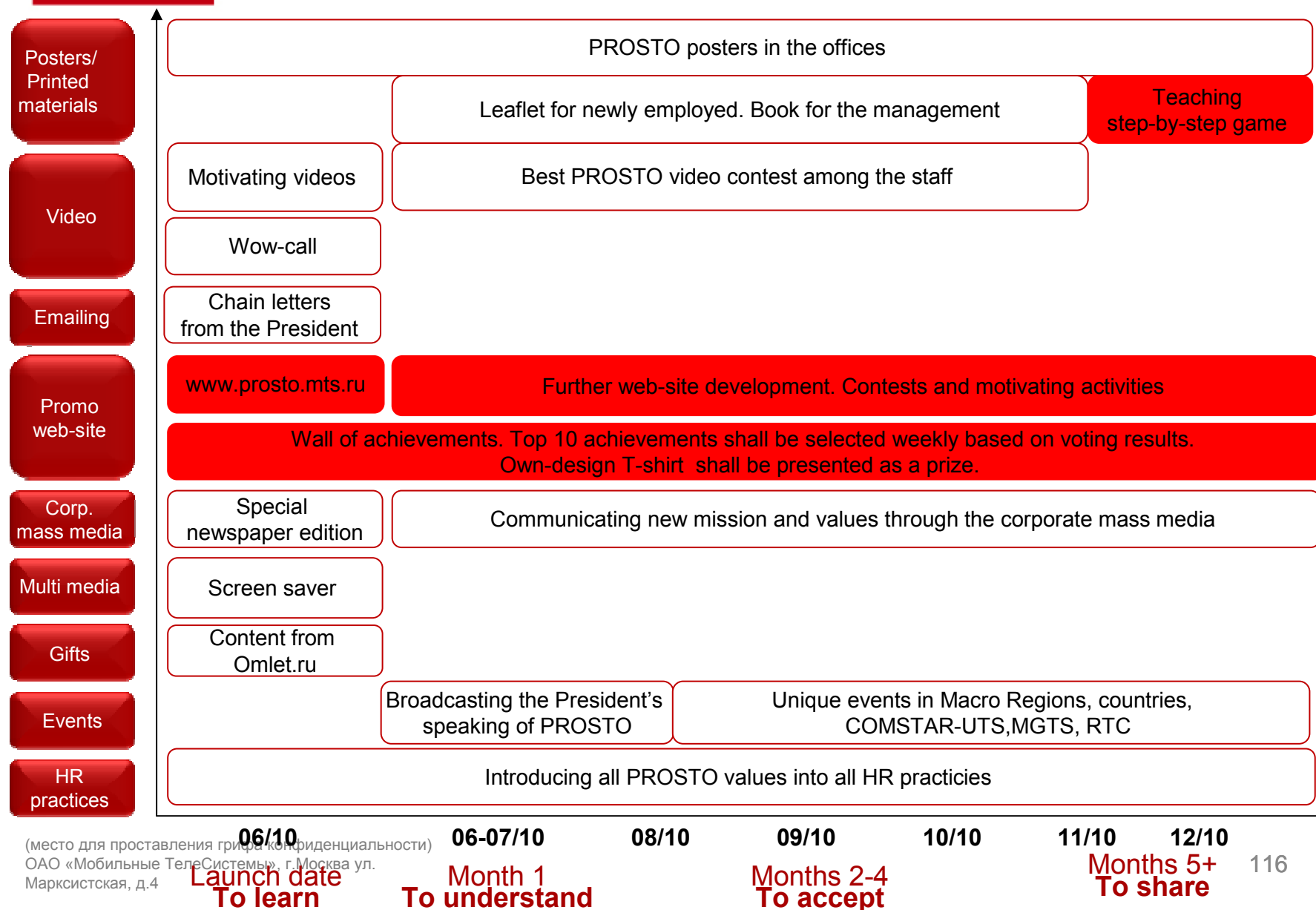
Step 2:
TO UNDERSTAND
1 month after
launch

Step 3:
TO ACCEPT
2-4 months after
launch

Step 4:
TO SHARE
Month 5 after
launch

On a regular basis: Introducing all values into all HR practices

Communication channels and Plan of Activities





TO LEARN

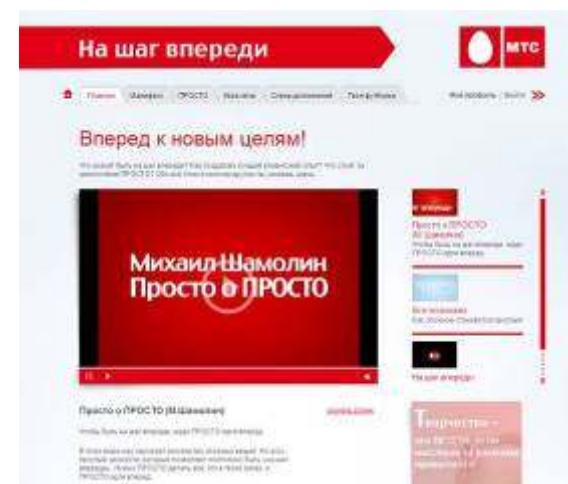
Launching the PROSTO values, June 2010

Simply of the PROSTO newspaper

Screen saver launch

Promo web-site
www.prosto.mts.ru

- Interactive web-site where the employees can learn more of the new values in playful manner
- 15072 unique users



(место для проставления грифа конфиденциальности)
ОАО «Мобильные ТелеСистемы», г.Москва ул.
Марксистская, д.4



TO LEARN/
TO UNDERSTAND

Motivating activities at:
www.prosto.mts

Wow-call

- WOW-call with the VP, Commerce participating. Visiting the web-site for the first time and entering his/her mobile phone number, one is getting into the interactive media.

Inspiring spot

- *Simply of the PROSTO* announced by the President
- One Step Ahead. Anyone is capable of super actions.
- Anything is Possible. How difficult becomes simple.

Gift to each employee

- All employees received SMS message with the gift certificate code for Omlet.ru

Кино в подарок! 

Зарегистрируйтесь на портале omlet.ru, введя код сертификата, присланный тебе по SMS, и бесплатно качай контент.

Топ 10 фильмов «На шаг вперед»:

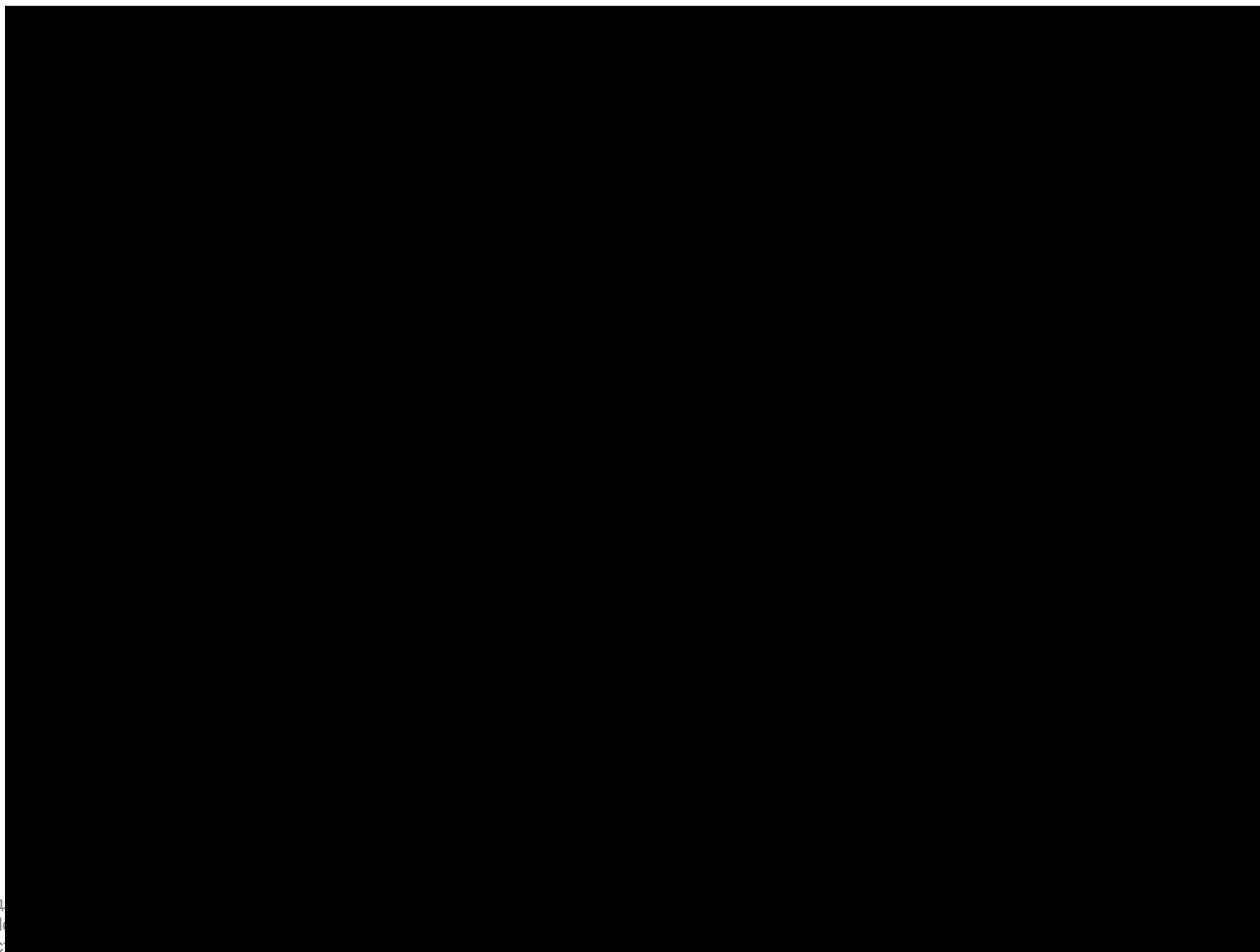
■ Алиса в стране чудес	■ Пираты Карибского моря
■ Дюймовочка с жеманной сестричкой	■ Убить зю 30 секунд
■ Миссия Дарвина	■ Зен-Опанс
■ Николо Паганини	■ Вжух!
■ Лара Крофт - раскитаятельница грабниц	■ Сурослаты



a step ahead

TO LEARN/
TO UNDERSTAND

**Motivating activities at:
www.prosto.mts**





a step ahead

TO LEARN/
TO UNDERSTAND

**Motivating activities at:
www.prosto.mts**

**Anything is Possible,
Or How Difficult Becomes Simple. Video of M. Shamolin**



You sometimes think:
“It is so difficult”
and cannot take the first
step. While actually
everything is SIMPLE.
You just need to believe
in yourself. Difficult becomes
simple if you just do things,
are keen to achieve,
move ahead.



a step ahead

TO LEARN/
TO UNDERSTAND

Motivating activities at:
www.prosto.mts



TO LEARN/
TO UNDERSTAND

Motivating game activities at:
www.prosto.mts

Professional achievements wall

- Top 10 achievements selected weekly based on voting results
- Gift to the winner – own-design T-shirt



ности)

Scrabble

- Solving easy tasks, the employees were playing scrabble using the new MTS' values as words

Statement

- Each employee was able to compose and print his/her individual statement of PROSTO behavior





TO UNDERSTAND/
TO ACCEPT

Activities to introduce the values, June-August 2010

Decoration of administrative offices

- All administrative offices around the country are decorated with PROSTO posters

On-line conference with the President

- President's live answering to the employees' questions relating to new brand positioning and the PROSTO values

The best PROSTO video contest

- The best spots shot by the employees were played at MTS birthday party



(место для проставления грифа конфиденциальности)
ОАО «Мобильные ТелеСистемы», г.Москва ул.
Марксистская, д.4

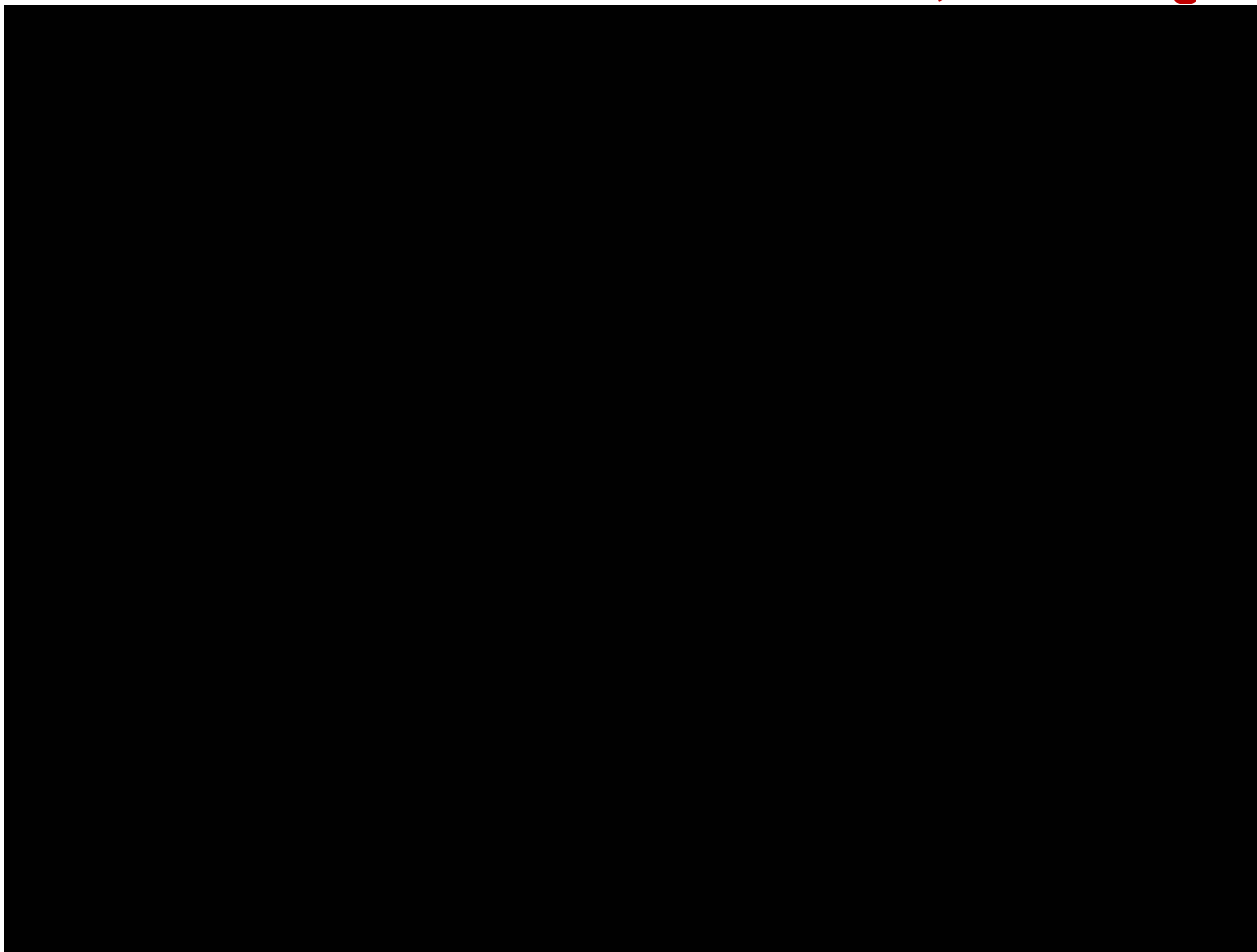




a step ahead

TO UNDERSTAND/
TO ACCEPT

Activities to introduce the values, June-August 2010



(место для проставления грифа конфиденциальности)
ОАО «Мобильные ТелеСистемы», г.Москва ул.
Марксистская, д.4



a step ahead

TO SHARE

Other activities, August-December 2010

PROSTO Trophy

- Team spirit creation and team building in extreme conditions, based on PROSTO values

TROPHY IS:

- Physical endurance
- Team spirit
- Demonstration of PROSTO values in extreme conditions

MTS' Birthday – PROSTO video spots

- Playing 6 best PROSTO values spots shot by the employees



Марксистская, д.4





a step ahead

TO SHARE

Unique activities in all Macro Regions and countries



(место для проставления грифа конфиденциальности)
ОАО «Мобильные ТелеСистемы», г.Москва ул.
Марксистская, д.4



a step ahead

**ON A REGULAR
BASIS**

Introducing PROSTO values into all HR practices

- **Development of a test to check compliance with the PROSTO values**
Test to be taken by all candidates to MTS positions
- **Changing the criteria of annual and biannual assessment**
- **Feedback survey among MTS divisions based on PROSTO values**
- **Creation of teaching step-by-step PROSTO game based on the PROSTO values**

просто

ИГРА-ХОДИЛКА

ON A REGULAR
BASIS

Step-by-step
PROSTO game

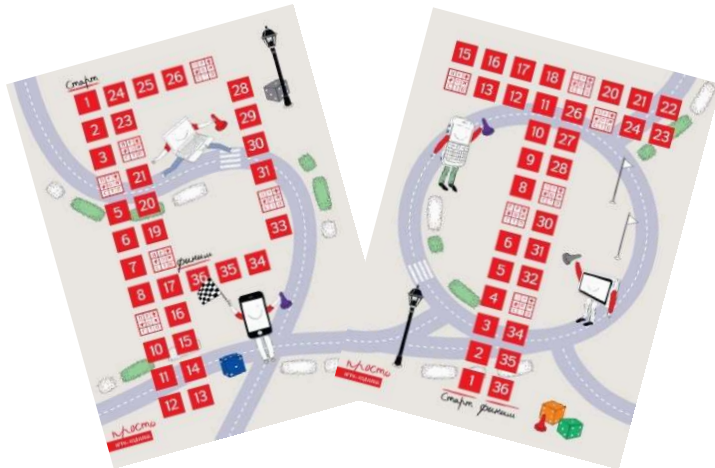
A fascinating tour to the world of MTS values



- **Objective** - to ensure that all game participants understand and live the PROSTO values
- **Aim** – to be the first (individually or in team) to cross the Finish line after collecting the required set of PROSTO value badges



The idea of the step-by-step PROSTO game



The players shall move along the field/fields (1 to 6 depending on the time and number of players) winning the **PROSTO** values in accordance with the dice selected (6 dices, one for each value)

The rules for winning the the **PROSTO** values are in line with the vision of the values at MTS



When on a **situation check**, a player will learn of actual situations where MTS employees demonstrate the **PROSTO** values. Each card will assess the value demonstrated in each specific situation, either positively or negatively (-3 to +3 points).

Game results

- Learning of the **PROSTO** values
- Living the **PROSTO** values through understanding the dependence of moving along the field (to Finish and back to Start) from the positive or negative demonstration of a value (using the situation cards)
- Forming the individual or team's game competence profile
- Participants' team building: fast and **SIMPLE**



Partnership



Productivity



Responsibility



Courage



Creativity



Openness



a step ahead

ON A REGULAR BASIS

Getting feedback

Survey on
Simply of the PROSTO
newspaper

- 70% of respondents in all MR gave positive response

Survey on
www.prosto.mts.ru

- 90% of respondents in all MR gave positive response

Feedback on
www.prosto.mts.ru

- Each staff member using the option received a feedback within one day

<<The content of the newspaper is encouraging, setting the creative and caring approach to one's activity ensuring common target achievement :-)>>

<<The company's motto is PROSTO is wonderful! You start smiling as EVERYTHING in our life is very SIMPLE!!! You just need to wish and all the doors will open for you, all mountains will be conquered. We live in a wonderful time and are one step ahead! MTS is able to help its customers achieve any objectives!>>

December 2010

Conducting the surveys to understand the level of understanding and sharing the PROSTO values by MTS employees

986 respondents, including:

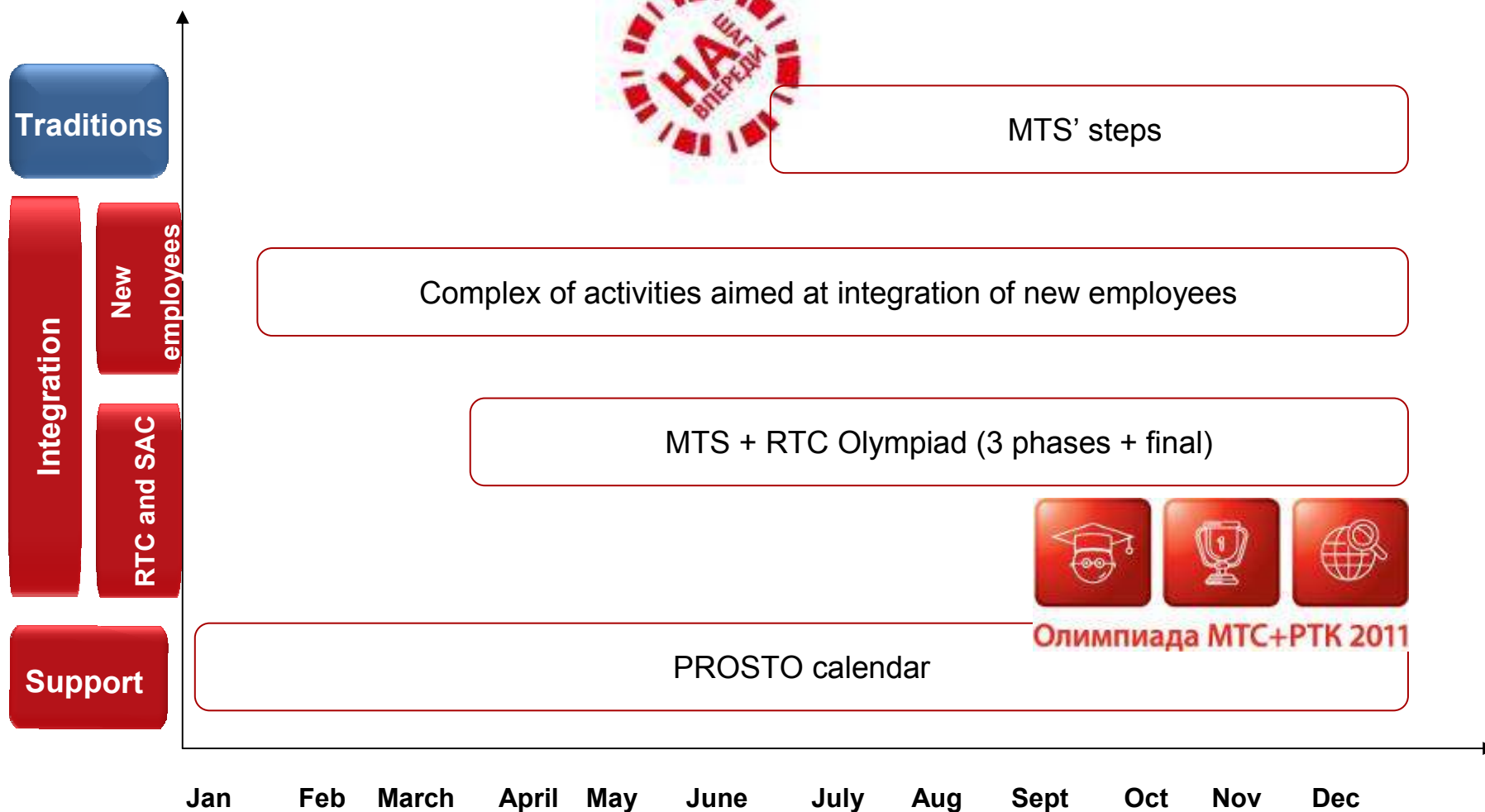
- 975 persons **HAVE LEARNT** the PROSTO values
- – 807 persons fully **SHARE** the PROSTO values
- 785 persons always **USE** the values in their work

(место для проставления грифа конфиденциальности)
ОАО «Мобильные ТелеСистемы», г.Москва ул.
Марксистская, д.4



a step ahead

Further values introduction, 2011



Finally...

A PROSTO-style parable

Drona was a unique archer and had many disciples. Once he placed a target on a tree and asked his disciples as to what they saw on the tree.

One said:

— I see a tree and a target on it.

The other one said:

— I see a tree trunk, leaves, the Sun and the bird in the sky...

All others said nearly the same.

Then Drona approached his best disciple Arjuna and asked:

— What do you see?

— I can see nothing except for the target, - was the answer.

Drona turned to his other disciples and said:

— Only such person can hit the target.



a step ahead



YOUR QUESTIONS



The Association of European Businesses

HR Conference

Assessment, training and development

Building the brand

Quality Information | Effective Lobbying | Valuable Networking

Platinum
Sponsor:



Silver Sponsors:



www.aebrus.ru