



The Association of European Businesses

# Recruiter's Day

## the War for Talent – the Battle Continues

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**HAYS** Recruiting experts  
worldwide

[www.aebrus.ru](http://www.aebrus.ru)

## Latest trends - is there a “candidate market” again?



- The **depleted optimism** around the prospects for the economy in 2011 has developed in recent months.

Last year (in 2010) **68%** of respondents were positive about the changes they expected, **now** just **42%** of people retain this mood.

According to Antal Russia  
The survey embraced over 3 060 middle and senior managers, the majority of whom (63%) work in international companies

## Latest trends - is there a “candidate market” again?



- The percentage of managers ready to change their job currently or looking to make this step in the very near future has decreased.

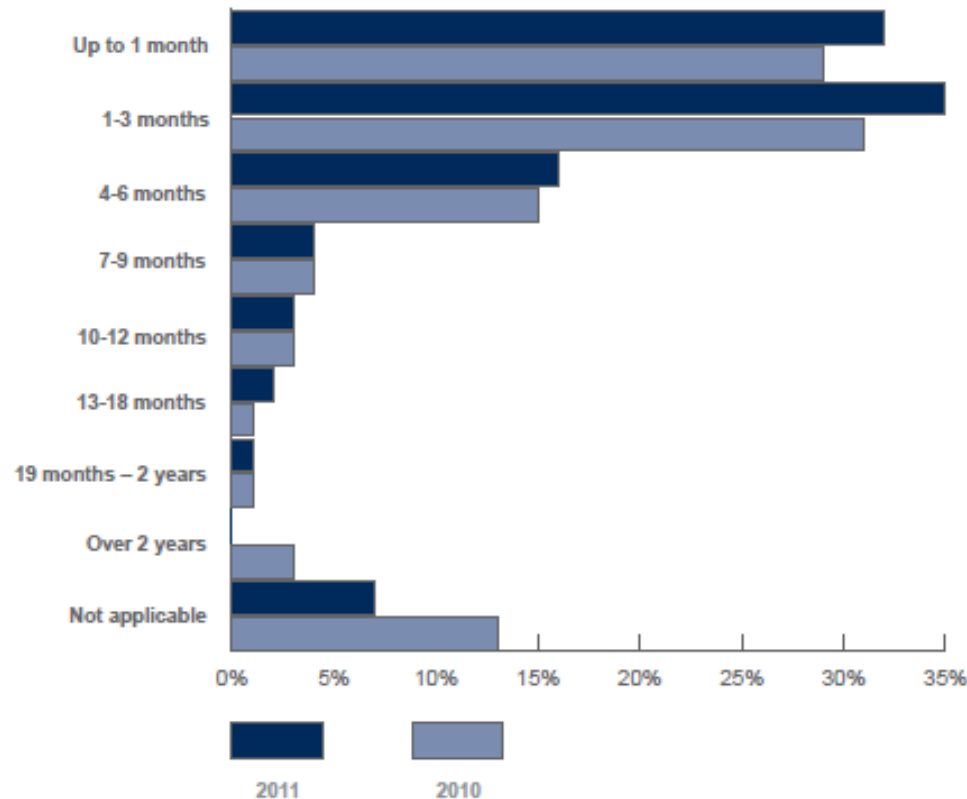
38% managers are currently looking for a job

and approximately 20% will be ready for a change in the coming 6 months

## Latest trends - is there a “candidate market” again?



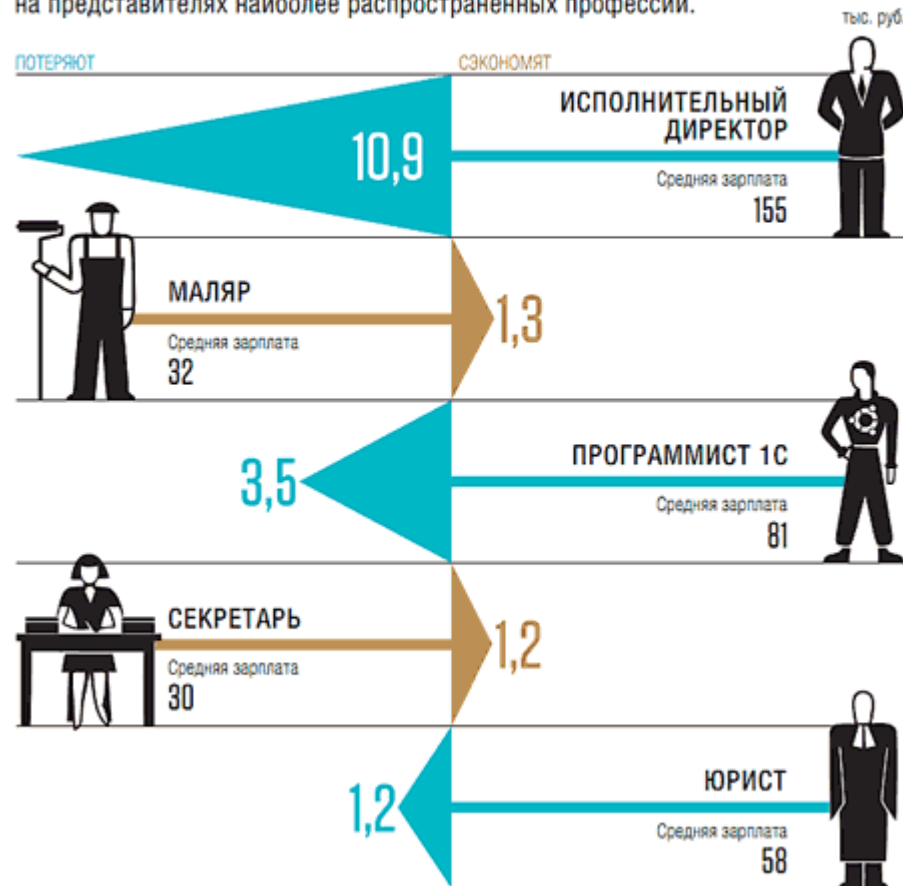
- The percentage of respondents able to find a new job quickly has risen since last year. 67% of managers polled spent up to 3 months on a job search and contract negotiation, which is 7% more than last year.



- Social security tax was just increased to 34% will be reduced to 30%.
- Finance Ministry managed to get a concession in reducing the amount the federal budget loses by introducing an **additional 10% tax** on all salaries above 512,000 RUR annually.
- Considering the initial cost reduction resulting in the decrease to 30% and the new 10% threshold, every employee earning more than **716 400 RUR** annually **will cost you more** next year than this year.

## НАЛОГОВАЯ ИНВЕРСИЯ

Какую сумму страховых взносов сэкономят или потеряют работодатели на представителях наиболее распространенных профессий.



Источники: HeadHunter.ru, расчеты «Секрета фирмы»

- Free market with **Kazakhstan and Belarus** and the additional stages coming into place in 2012.
- Getting rid of the hard copy of the **Work Book** – Trudovaja Knishka.



- Initiative being driven by two United Russia deputies supported by the trade unions is seeking to **ban Outstaffing or Personnel Leasing**.
- It's estimated that more than **100,000** people are currently employed via these schemes in many big multi-national firms.
- Should this procedure become illegal this will have a quite **crucial impact** on payroll cost and will also require additional manpower to handle those new employees on a company's own payroll.



TASTE **FERRERO!**

# INTERNAL RECRUITMENT AS A TALENT RETENTION TOOL

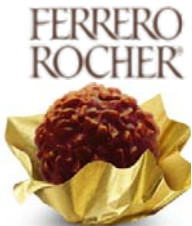
Natalia Shcherbak,  
CIS CoE, Talent Acquisition Manager

AEB Recruitment  
Subcommittee,  
October 11, 2011





# Ferrero. The history of a great success



Ferrero is a family-owned company established in Alba, Italy in 1946.

Present in Russia since 1995.

Production site in Russia since 2008.

Current staff of active employees:  
Business Unit – 417

# Core principles of Ferrero



**“2 P”s of Ferrero:**  
Products & People  
and  
People & Products



Ferrero has been named the Company with best reputation globally in 2009 based on research of Reputation Institute

# Internal recruitment is a tool for...



- Employee retention
- Professional knowledge & skills retention
- New employees attraction
- Employer brand development (internally and externally)
- Cost savings & cost effectiveness

# Internal recruitment tools



- Management By Objectives approach & Individual Development Plans
- Trainings & Development programs
- Best practices & international knowledge sharing and assignments
- Project assignments

# Internal recruitment tools



- Regular interaction with Manager
- Communication with Human Resources
- Staff assessments \ Development Centers
- Internal Communications:
  - Internal web portal (vacancies & procedures)
  - Info boards
  - Regular staff & vacancy announcements

# Internal recruitment in Ferrero

## Internal promotions & transfers

**FY2009/10: 99 transfers  
vs. 367 active employees**

70 transfers or promotions within  
department

29 transfers between departments

**27%**

**FY2010/11: 119 transfers  
vs. 410 active employees**

99 transfers or promotions within  
department

20 transfers between departments

**29%**



# New initiatives to enhance internal recruitment



- Global Mobility
- Career Path
- New initiatives & new technologies

Thank you!



Questions ?





**BACARDI PEOPLE**

INSPIRING PEOPLE. INSPIRING BRANDS.

**Regional recruitment**  
**BACARDI RUS**  
**October 2011**

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*Spirit for Life*

# BACARDI



1862 Cuba



2011 Bermudas



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# BACARDI RUS



BACARDI



Dewar's  
BLENDED SCOTCH WHISKY



#1 player on the Russian market (premium alcohol)

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# MARKET TRENDS & CHALLENGES

- Job hopping
- Over-estimated salary & promotion expectations
- Short-term career planning
- Demand for qualified managers > offer
- War for talent: not only attract, but retain the best talent!
- Money-driven attitude

I work for money,



If you want loyalty,  
get a dog.

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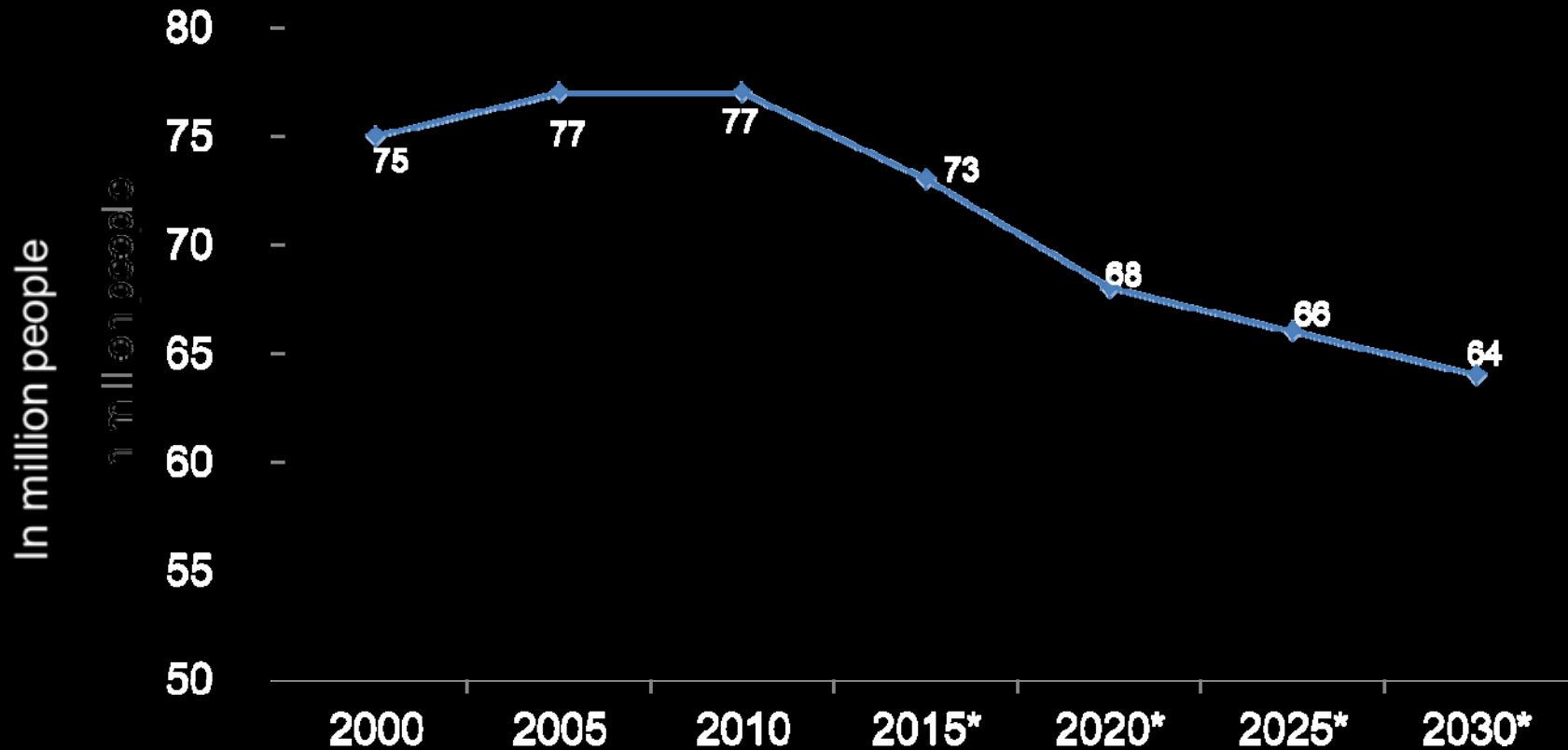
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# RUSSIAN LABOR MARKET TRENDS: Working population decrease



*\* Population dynamics forecast, Moscow State University, June 2011 , average working population data extracted (20-54 yo)*

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# BIRTH RATE TREND



\* Source: business information portal [protown.ru](http://protown.ru)

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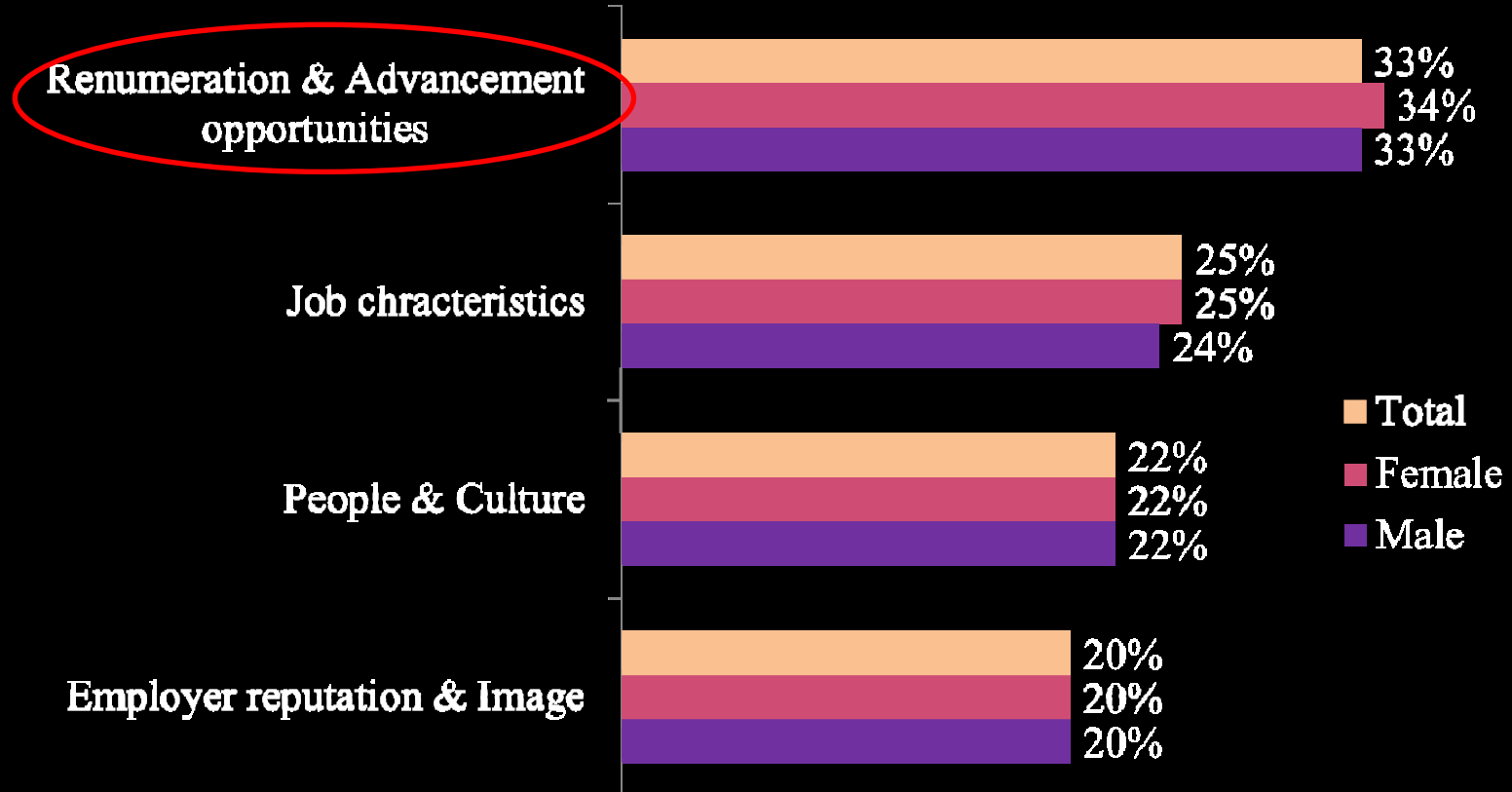
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# DRIVERS OF EMPLOYER ATTRACTIVENESS



Source: Universum students survey in Russia 2011

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# CHALLENGES TO ADDRESS

- Decrease of working population overall in Russia
- Strong trend for urban migration
- Many start ups of operations in 2010-11 => aggressive recruitment
- Money-driven attitude
- Lack of KA expertise in regions

=> We have to be more flexible in terms of required profile and expertise !



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# EXAMPLES OF SOLUTIONS

## CHALLENGES

- South Region – lack of candidates
  - Over 50% of candidates are not interested in long-term career and want to start their own business
- KA – lack of candidates in regional cities
  - St Petersburg => Rostov
  - Barnaul => Krasnodar
- Small regional cities – lack of FMCG experience

## SOLUTIONS

- Migration for better climate
  - St Petersburg => Rostov
  - Barnaul => Krasnodar
- Many FMCG have huge field execution teams in KA
  - KA execution + analytical skills (tests)
- Expand our search to small local companies + other industries
  - Ex -TM Smolensk, DAM Nizhniy

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# OUR APPROACH TO REGIONAL RECRUITMENT

- One main partner in all regions
  - Education + motivation (“Best performers” incentives)
  - Clear unified communication & approach
- Employee referral bonus program
- Internet



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# OPEN-DOOR DAY FOR PARTNERS

- Best performing consultants chosen
- Line managers involved
- Interview with successful profiles
- Office-tour
- Prizes, certificates, party
- Motivation + engagement + education + business exposure

=> Improved efficiency!

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# THANK YOU

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**The Association of European Businesses (AEB)**

Ul. Krasnoproletarskya 16, bld.3

127473 Moscow, Russia

Tel.: +7 (495) 234 27 64

[www.aebrus.ru](http://www.aebrus.ru)