

НИТАСНИ

Case studies

TMPW OUTTHiNK

Linklaters

Client overview

Linklaters is a global law firm with over 5,000 employees in 29 international locations, with headquarters in London. They wanted to create a global employer brand that would support the firm in attracting and retaining the best and most diverse talent across the world.

Challenge

Linklaters is a geographically dispersed organization with multiple stakeholders. The profile Linklaters recruited for in the past would no longer bring them the candidates necessary to secure and expand their position as a heavyweight global law firm.

The lawyer of the future – needed today – was a nimble business advisor using their legal expertise and global mindedness to help clients navigate a time of huge complexity. Every law firm in the world was chasing this new breed of lawyer. Linklaters needed an employer brand that would create both global consistency and local relevancy. The brand also needed to be flexible, translatable and relatable across all job types – from trainees to experienced law professionals, to support roles.

Solution

Our research, undertaken across three stages, took in the views and insights of hundreds of professionals in 20 Linklaters offices across Europe, North America and Asia-Pacific.

- **Research stage one:** We conducted one-on-one interviews and focus groups with Recruitment partners, HR managers, Senior managers, Associates and Graduates and interns.
- **Research stage two:** We ran 17 focus groups in 13 offices with associates, trainees and support functions to sense-check the key themes that emerged from stage one.
- **Research stage three:** We tested two brand concepts with a mixture of internal and external focus groups in several global locations. This ensured the visual execution and brand message translated well and would be universally understood.

Following our research activity, we created an employer value proposition that was a combination of big-picture philosophical and a Linklaters-specific selling point:

Great change is here.

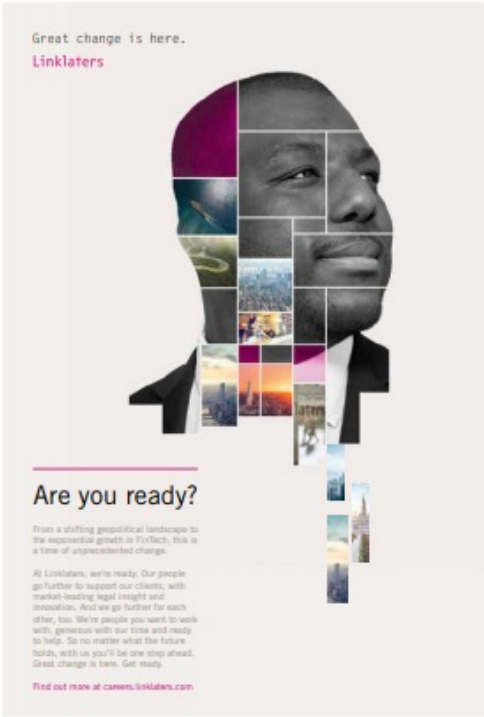
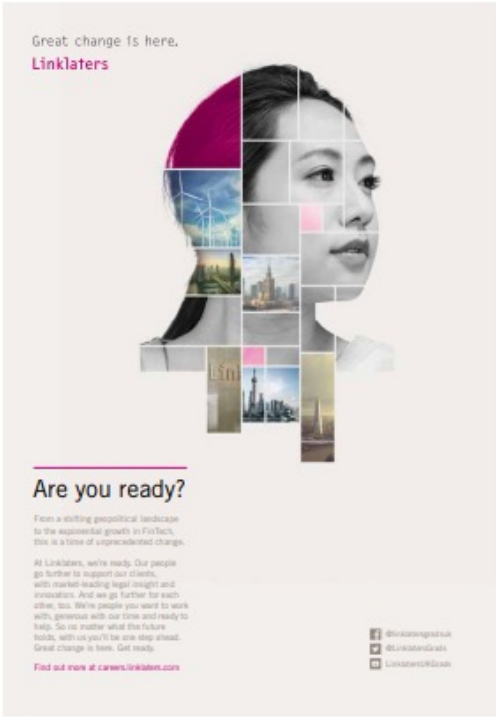
Because this was to be an international brand with very diverse target audiences, we built flexibility into our solution to allow our message to resonate widely across geography and culture.

We created four underlying message pillars that we could dial up or down as required: Human experts – work with the smartest people on the most complex issues. One team – our multi-jurisdictional work calls for a truly aligned and collaborative environment. We have it. Innovation – your creativity will be trusted, whether you're solving client problems or setting legal precedent. Career platform – prominent projects, high-profile clients, training, support, early exposure, external secondments – you name it, we'll invest it in your career.

We road-tested all our conclusions with **17 focus groups** in **13 international offices**. This ensured we landed the right combination of messages with the right geographies.



This inspired a full toolkit explaining all the thinking, the EVP, visual advertising principles and the tone of voice to be used internationally. This was then rolled out to recruiters across North America, Europe and Asia-Pacific so that local activity could be fully supported.



Results

The project was delivered on time and within budget and was a significant success. The project was shortlisted for **Best Global Employer Brand** and the firm's reputation as a graduate employer improved significantly over several years, rising 27 places to 19th place.

Glassdoor scores rose by **8%** and, importantly, applications from female lawyers – which was a key objective – significantly increased since the EVP launch.



Client overview

AP Moller Maersk (Maersk) is a leader in global shipping. The business has recently undertaken a huge transformation in order to achieve their vision of becoming a 'Global Integrator' of container logistics. To achieve this, they needed to increase the capability within their business.

This required the creation of a strong, new Global EVP. Drivers behind its creation included an increased focus on the culture of the organization, and particularly the digitalization of their business and the need to attract world class talent, with technology hires a real priority.

The development of a strong people brand that supported talent attraction and retention, as well as increasing engagement within the existing workforce was seen as paramount to future business success.

Maersk has a strong history (especially within Denmark), and a strong set of values that stems from their family roots. There are multiple brands all under the 'one Maersk' banner. They needed a global EVP with the depth and breadth to support their transformational journey

Challenges

Creating a strong, new Global EVP for Maersk was not without its challenges, including:

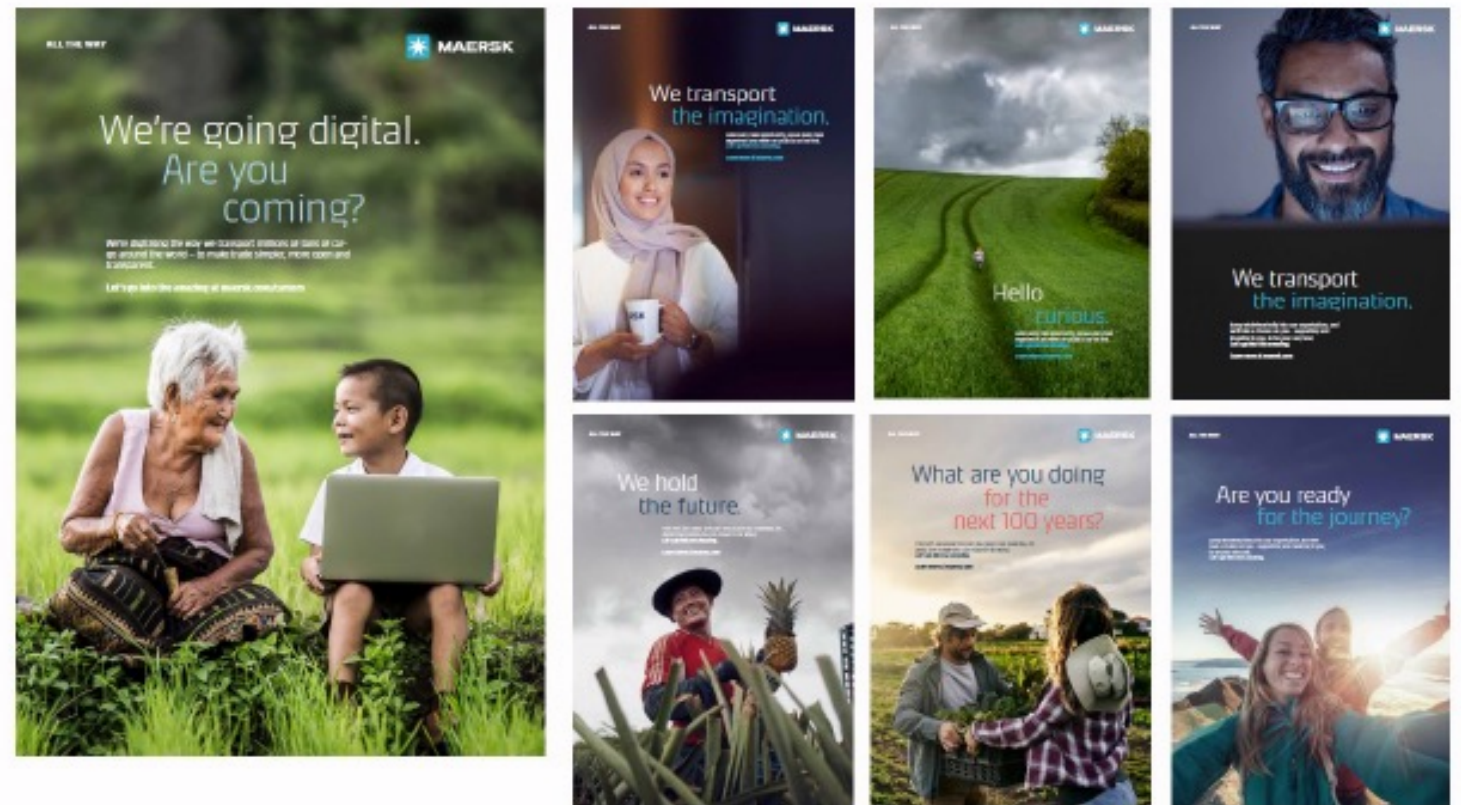
- 1.) Talent requirements: Maersk had a particular need to attract world-class technology talent. They needed a strong people brand to help increase engagement with their existing workforce, as well as support talent attraction and retention.
- 2.) Uniting multiple brands and business areas: With a strong history and set of values stemming from their family roots, there are multiple brands under the 'one Maersk' banner. So, they needed an EVP with the depth and breadth to encompass this, as well as their different business areas.
- 3.) Challenging perceptions: To attract the new talent they needed, Maersk needed a perception-challenging employer brand – showing that there's much more to them than their shipping containers.

Solution

We began with an intensive insight phase. Understanding the organization, the many and varied brands, the core business areas, its people and the nuances across the globe was key to laying the foundations from which we created the EVP.

As well as listening to the views and vision of senior leaders within the business, we also mapped the competitor talent market to identify specific territories that Maersk could own with regard to its proposition and messaging. From this we developed a set of core pillars or themes which we validated with senior stakeholders across the globe before defining our core proposition:

'Let's go into the amazing': We worked closely with the Maersk employer branding team to plan out how to take the EVP to market. We built an employer brand toolkit that contained all the materials recruiters and hiring managers across the globe would need to deliver the message within their individual markets.



We also worked closely with the Maersk digital team to update the global careers site. We provided a content matrix and assets for the site and supported the Maersk team in defining new user journeys, wireframes and templates to enhance the candidate journey through the site.

We then created a smaller toolkit, specifically aimed at technology audiences. This included materials that could be taken out to important markets such as the UK, India and Denmark to help deliver key hires. This technology-specific toolkit was aligned with the Global EVP toolkit but had a different visual flavor and technology-specific imagery to ensure resonated with technology talent.

Results

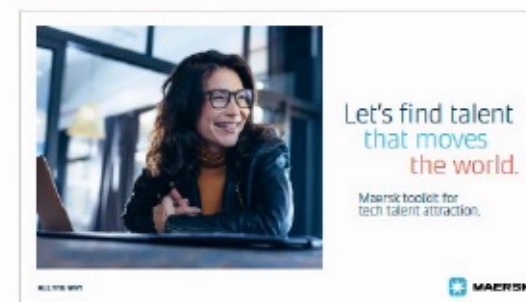
The project was an outstanding success:

- Staff 'pride scores', captured through annual survey, rose by **12%**.
- Awareness and pre-disposition to join increased by **12 points** in their global talent audit.
- Maersk moved up **10 places** in Universum's 'Best Places to Work' study.
- The initial three-month activation campaign received **63,671,606** impressions.
- We delivered **686,103** clicks, at a final cost per click of £0.05.
- The project was shortlisted for the **Employer Brand Award** at the RAD and Personnel Today awards.

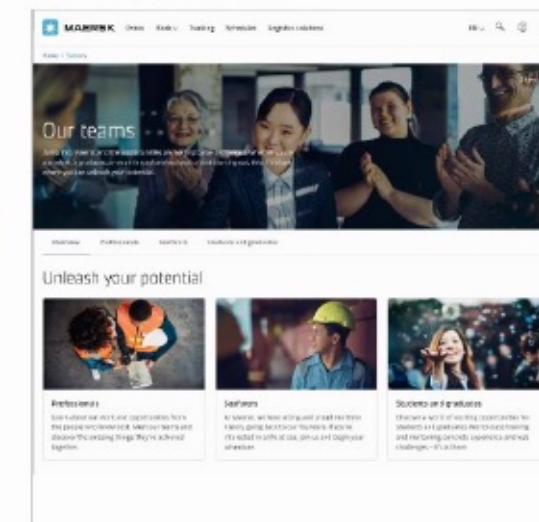
Global employer brand toolkit



Toolkit for tech talent



Updates to careers site



"The employer brand really brings to life the depth of understanding of our organization and culture. It has engaged people across the business and the high quality of creative execution has gone beyond our expectations"

Bettina Mølgaard, Global Head of Talent Management & Talent Acquisition.



Client overview

AB inBev is the largest brewer in the world, with over 140,000 employees in offices across the world. They required our support in localizing their global EVP specifically for APAC.

Challenge

In 2022, AB InBev announced a new 10-year strategy and corporate identity. They also launched 'Challenge Accepted' – their first Global EVP and employer brand. The catalysts that led to this initiative included low awareness of AB InBev and the family of companies (brands), confused brand identity and inconsistent messaging. However, feedback from the APAC People Team was that 'Challenge Accepted' was an aggressive and forceful representation of their ambitious culture; they wanted to shift the focus to be more about an enriched employee experience.

TMP Worldwide were appointed to localize the Global EVP specific to APAC – leveraging 80% of the Global pillar messaging, leaving 20% to represent APAC more closely. Countries in scope included China, Vietnam, Korea, Japan and India.

Solution

Through the Discovery phase, we conducted an APAC People Team Workshop, employee focus groups, Leader interviews and an employee survey to validate our thinking.



Armed with this research, we created local EVP strapline options, and 'Cheers to Bigger Dreams' performed best in research. We subsequently created the localized master assets and EVP playbooks for each geography.

DIAGEO

Client overview

Diageo plc is a British multinational alcoholic beverage company, with over 30,000 employees. Headquartered in London, the company has 132 offices across the globe, with an ever-growing presence in Asia Pacific, with over 1,800 employees operating across Australia, South East Asia, Greater China and Japan..

Challenge

Globally, the image of the business was complex, as each region has its own challenges, from the strength of the consumer brands in some markets (i.e. Guinness), and the attraction and sourcing techniques used, to critical cultural nuances relating to alcohol.

We needed to build an employee value proposition to drive awareness, consideration and interest in Diageo as an employer of choice for world class talent globally. It was crucial that the Employer Brand platform emerging from the EVP complemented the existing Diageo corporate brand.

Solution

We analyzed the research available and developed a number of ideas to articulate the EVP within the business and the external marketplace. Two ideas were put into research and the winning route developed more fully.

The chosen concept was 'Character is Everything'. The EVP and concepts were tested extensively with staff groups across the world before we developed a full range of recruitment marketing materials. TMP Worldwide assigned a lead creative team to act as Brand Guardians – reviewing all materials produced to ensure consistency and brand compliance. The team also provided quality assurance for any recruitment marketing materials produced by local offices across the globe.



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To ensure a high level of engagement, TMP Worldwide supported and ran worldwide staff launch events to promote and publicize the new employer brand.

Results

The launch began with a global webinar to over 200 live participants and 30 on demand viewers. We also created five in-market launch events. Two weeks after the brand launch, we had 19 activations of the brand either live or in planning stage.

The new employer brand was launched with stories from employees alongside the new imagery to Diageo's LinkedIn, Facebook, Instagram & Glassdoor accounts. The posts all performed well in terms of engagement – with both Diageo employees and external followers liking, sharing and commenting on the posts.

The striking imagery has given a fresh and colorful feel to their social media. Specifically, the launch campaign delivered:

- **329,472** overall impressions.
- **2,936** click throughs to the diageo.com careers site.
- **2,986** likes, **179** shares, **72** comments.
- **3.19%** overall engagement rate above the industry average.

The quality of our work was attested by the client:

"TMP Worldwide partnered with Diageo to develop a global Employer Brand Toolkit and Employer Brand soft launch. In addition, we worked on multiple tactical items that supported Diageo to be quick to market in the rollout of a new EVP. The Toolkit brief was to target recruitment and HR professionals, and for it to be specific to the needs and opportunities in Diageo at the time.

Through a highly consultative approach they delivered on this challenging brief successfully. I have no doubt that the creative look and feel of 'Character Is Everything' will stand the test of time due to its effective communication of Diageo's message. The photography and tone of voice especially helped create a brand with beauty and craft. The account is well resourced and responsive, with good project management skills.

We are looking ahead to shaping Diageo's Employer Brand strategy together!"

Kate Siddiqui, Global Employer Brand Lead, Diageo

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Client overview

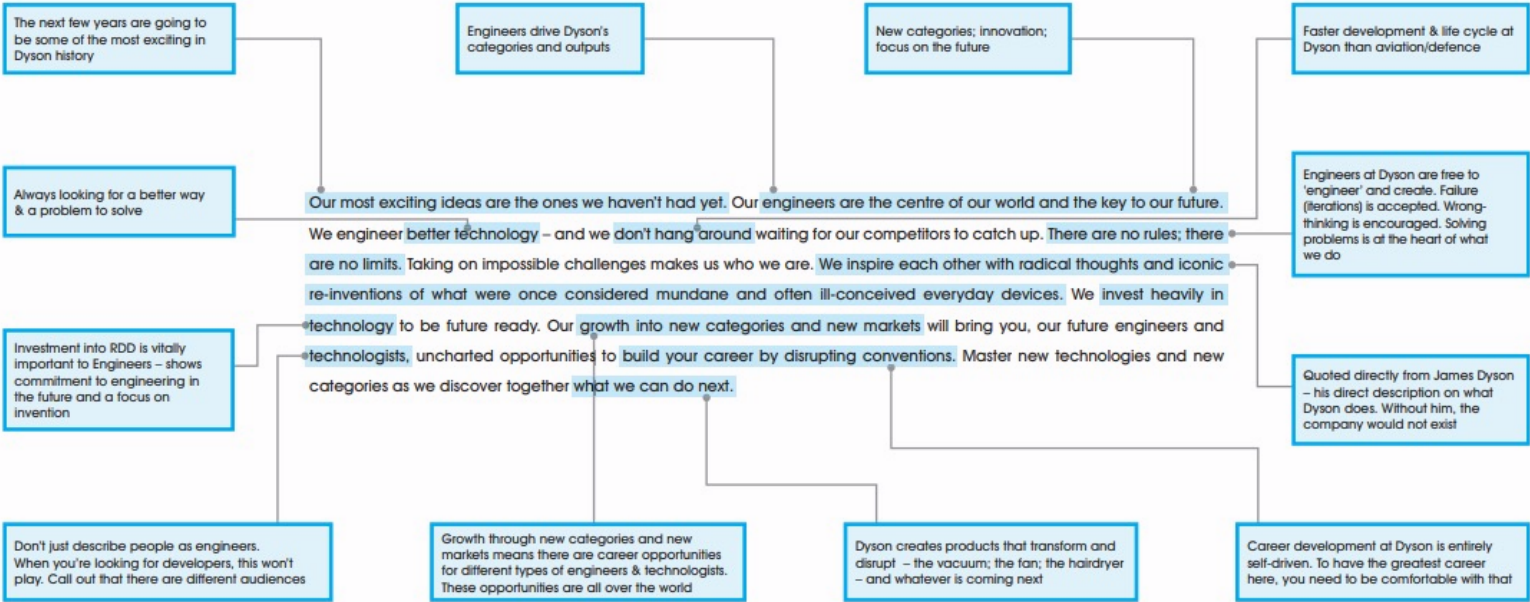
Dyson is a Singaporean British international technology company, with its global headquarters in Singapore.

Challenge

Recognized for its innovation and engineering excellence, TMP Worldwide was appointed to create an EVP for the business that resonated with teams across Engineering, Commercial and Entry Level talent in Japan, the UK, the US, France, Singapore, China, Australia and Malaysia.

Solution

Through a combination of focus groups and video interviews, we developed Talent Value Propositions for each of their key audiences, which were nuanced for regions and built into an overarching EVP.



Results

We supported with activation across the business, including development and promotion of their Women in Engineering Leadership Program – which has won multiple awards.



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