

Hilti Case Study

Building a consistent pipeline of talent for future expansion with LinkedIn



Hilti is a Liechtenstein-based company which provides worldwide leading-edge technology to international construction professionals. Hilti has set up its regional headquarters in Hong Kong, and employs 3,500 staff in 14 countries across Asia.

"Our passion lies in employee development, we are constantly investing in further trainings and providing staff with opportunities across functional and geographical borders. In fact, around 80% of management positions are filled with internal candidates," said Gavin Gui, General Manager, Hilti (Hong Kong) Limited.

The company's ongoing commitment to staff development has paid off. Hilti has been awarded a number of commendable accolades, the most outstanding by the Great Place to Work® Institute which named Hilti the 15th World Best Multinational Workplace, from among 6,200 participating companies. Additionally, Hilti has been regionally recognized as the Aon Hewitt Best Employer in Asia Pacific in 2013.

Talent Gap

Despite being well recognized in the industry, as the company continued to grow Hilti encountered difficulties in building a talent pool to stay ahead of its talent needs. Unlike its competitors which go through dealerships, Hilti operates through a direct sales business model. The majority of Hilti's staff are responsible for selling its innovation and products to customers. The company aims to source professionals with engineering backgrounds, paired with the skill and passion of mastering the sales process. More often than not, it was difficult for head hunters to identify talent that suitably met these specific and niche requirements.

Challenges

- Difficulty in sourcing talent due to specific and niche requirements
- Lack of talent available to meet the company's high demand as business rapidly grew

Solution

- LinkedIn Recruiter
- InMail
- Company Page

Why use LinkedIn?

- Opportunity to identify niche talent to fit its unique business model
- Reach to a wider pool of talent in prediction of future growth
- Access for staff to a broad network of professionals on LinkedIn

Results

- Building an exceptional talent pool across all key markets
- Hilti Company Page increased following by over 22 times
- Higher ROI; average time to fill the role has been shortened by 30%

Under Hilti's 2020 business growth vision, the company has been expanding rapidly, experiencing high double digit growth yearly over the last three years. When the company planned for future development, there was a shortage of talent with engineering backgrounds and functional heads which could act as strong business leaders to motivate and drive the employees. In particular, market demand of middle to senior level employees continued to see strong growth in emerging markets in Asia, such as China.

Mobility of the talent is also essential to Hilti; hires are occasionally required to move to a foreign country according to their skills or expertise. Candidates were proactively sourced across various markets, yet information of cross-country talents was not shared among different regions. Consequently, the cost of search was very high.

"Our people are very important to our business. We want to be proactive in the market and identify the right talent to ensure we sustain strong business growth and experience continued success."



Gavin Gui
General Manager
Hilti (Hong Kong) Limited

Building A Talent Pipeline For Future Expansion

With the substantial growth in the Asia market, Hilti recognized the need to create a pool of talent in Asia and export the talent globally. Hilti anticipates its talent demand to be at 40% for the upcoming 3 years, and at the same time, wants to ensure 20-25% of staff have high potential to move up within the company.

Through using LinkedIn Recruiter, Hilti is equipped with more flexibility in hiring and access to information about the candidates' educational background and past work experience. LinkedIn Recruiter ensures greater international exposure for Hilti and assists in filtering potential candidates to build a strong pipeline of talent.

Hilti has become more proactive in the market in its search for talent and has been able to identify candidates not only within the engineering sector, but also those with a knowledgeable business background with potential to develop into future leaders. The candidates' connections and endorsements on LinkedIn has given Hilti a comprehensive picture prior to the interview. Hilti was able to engage in ongoing conversation with the talent through InMails and notified them of job openings as they occurred, optimizing the time to fill these positions.

"LinkedIn has equipped us with the tools to build an exceptional talent pool across all of our key markets; LinkedIn has reach which we would be able to achieve through other platforms."



Elisa Wong,
Vice President, Human Resources
Hilti Asia Limited

Reaching the Right Talent through Building a Strong Employer Brand

Besides HR, Hilti encourages all staff to look out for potential candidates to join the team, which is made possible through LinkedIn. Hilti employees are active on the platform, acting as ambassadors for the company. The hiring process therefore becomes more efficient and effective through LinkedIn.

"We can effectively establish our employer branding through LinkedIn by owning the digital space. We can reach out to university students and speed up the talent development process even more," added Ms Wong.

The results speak for themselves. Amy Kwok, Head of Human Resources, Hilti (Hong Kong) Limited said, "LinkedIn has greatly helped Hilti Hong Kong to source, attract and acquire talents; nearly 20% of our job openings have been successfully closed through LinkedIn in the last year. The average time it takes to fill the openings has decreased by 30% as well." Since the inception of LinkedIn's solutions, followers of its Company Page has increased by over 22 times. This page not only boosts Hilti's talent brand and attract talent, but also increases the company's awareness beyond the construction industry.

Attracting More Talent with LinkedIn

Hilti is on track in its talent acquisition journey since using LinkedIn. With regards to the company's future, Asia is integral to the company's growth strategy, as noted the presence of Asians on the board is increasing. This means that the need for talent across all levels is only expected to grow more ferociously than ever before.

Hilti plans to adopt a more holistic approach for recruiting in Asia by creating a Career Page that covers the whole region. Hong Kong, Singapore and Australia are the first offices in Asia Pacific to adopt LinkedIn Talent Solutions. The success it has achieved thus far could be scaled and replicated in the rest of Asia. It will continue to hire and retain employees through LinkedIn to pave the way for future growth.