

# standing out

employer  
brand research  
2018.



insights from  
celebrated  
employer brands.

 randstad

human forward.

# content.

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# foreword.

As business models evolve and labor market competition intensifies, your employer brand is more important than ever.

Your employer brand is the image of your organization among current and prospective employees, along with a wider set of stakeholders that include people who might work for you in the future or people that influence them such as their family, friends or social networks. Your employer brand is not just what you say about yourself, but what everyone says about you, the opportunities for which have been greatly increased by social media.

The annual Randstad Employer Brand Research is the most comprehensive study of its kind. In 2018, we asked more than 175,000 people from 30 countries what are their preferred sectors to work in, what are the best companies to work for, and what makes them attractive. The results can provide valuable insights to help your organization understand and shape your employer brand.

Featuring interviews with HR executives from six organizations that have consistently scored highly in the Randstad Employer Brand Research, 'Standing Out: Insights from celebrated brands' looks at what makes an employer appealing to prospective and existing staff.

A particular focus of this year's interviews is how to sustain the human dimension when technology is coming to dominate so much of our lives. Beyond a narrow focus on pay and promotion, many people want to work for organizations that operate on a human scale; where they can make a difference and where empathy, creativity and individuality are prized. A key strength of the featured companies' employer branding strategies is their success in projecting these very human qualities.

We would like to thank the executives from Siemens, Heineken, Huawei Technologies, Deutsche Telekom, Toyota Argentina and Changi Airport Group for kindly sharing their employer branding insights.

We hope that you find the publication interesting and useful for your organization.

# face to face

with jos schut.



human forward  
harnessing  
technology to  
empower people  
not bypass them.

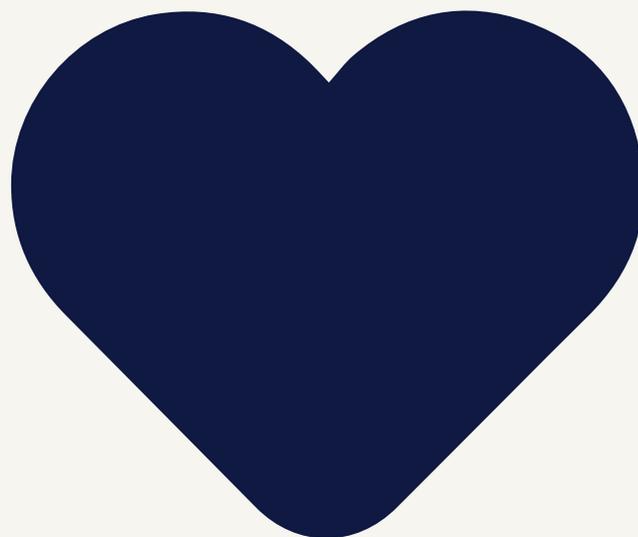
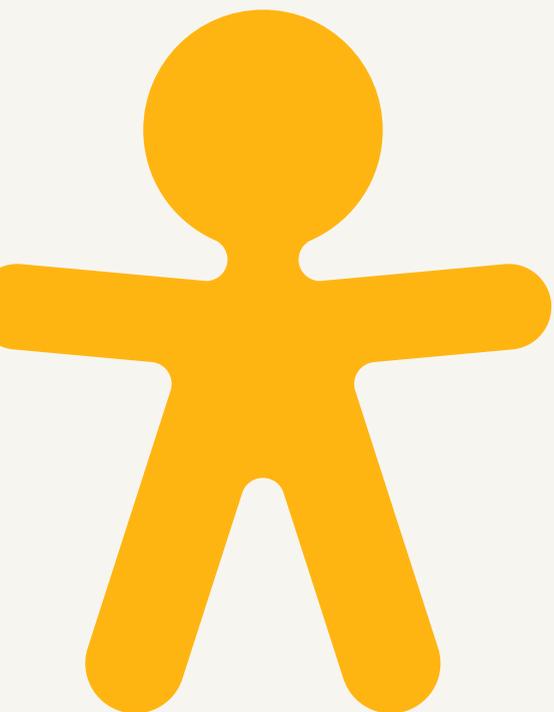
Technology enables businesses to serve more customers, at greater speed and at less cost, while turning today's eruption of data into valuable business intelligence. Yet technology can't replace the human touch – the creativity, empathy and engagement that customers prize and which drives innovation and differentiation. How can businesses strike the right balance between technology and human touch? How can they guide their workforces through the uncertainty of major disruption and change?

“Through ‘Human Forward’, Randstad’s new brand promise, we’re putting people

in the center of the picture – creating an experience for our clients, candidates and employees that’s more personal, more impactful and which allows them to realize their full potential. Technology is very much part of this journey into the future, but it’s there to empower rather than bypass or replace people,” says Jos Schut, Randstad’s Chief Human Resources Officer (CHRO).

We asked Jos to describe the thinking behind Human Forward and what lessons he can share with other organizations as they seek to bring a human dimension to digital transformation.

Four out of five believe that it's important for recruitment agencies to recognize them as individuals, beyond their resumé's.



**Standing Out:** Randstad is a business that seeks to make the right match between candidates and employers. How can technology support this?

Jos Schut: Technology is the engine that powers our world. Here at Randstad, the first point of interaction with clients and people looking for a new role is now almost always digital – online, mobile or social media. We need to ensure they can engage with us easily and seamlessly – when, where and how it suits them.

Through our Digital Factory and the Randstad Innovation Fund, we're also developing groundbreaking new tools that enable us to match the right candidates and clients with greater precision than ever before. On the candidate side, the innovations include gamification and psychometric tools that allow us to develop a 360-degree profile of capabilities, experience and personality traits. On the client side, the innovations include rich new data-driven insights, which enable businesses to gain a better understanding of their evolving talent demands and develop more proactive workforce plans. We're also developing tools that enable businesses to reach out to a much wider spectrum of potential candidates and target their recruitment spend and subsequent selection much more effectively.

**Standing Out:** What are the limitations of technology and why is a human dimension still so important?

Jos Schut: Technology can only go so far. It can even make organizations lazy. In a sector like ours, the risk is relying on technology to identify a certain number of people in your database to fill a certain number of posts without really getting to know the businesses and candidates, and hence whether the people we're putting forward would fit in and help to create real value.



Without a human dimension, services can also quickly become commoditized and undifferentiated.

Research we carried out in the US supports this. While most candidates recognize the value in technology, they're frustrated when it supersedes the human aspect of the recruitment process. Almost all believe that technology should be used to aid the recruitment experience, not replace it. Four out of five believe that it's important for recruitment agencies to recognize them as individuals, beyond their resumés. Employers agree – more than four out of five prefer a staffing partner who provides a personal perspective about candidates.

Other sectors face similar challenges. For example, a lot of banks are closing branches and moving processes and client interactions online. Yet there are limits to this. People are fine with automated payments or checking their balance on their cell phone. But when making a critical life decision such as arranging a pension or a mortgage, they want a qualified person to understand their needs, talk them through the options and guide them through the process.

Without a human dimension, services can also quickly become commoditized and undifferentiated. The real value of technology is in enabling businesses to do things better and to do new things, rather than simply getting a machine to do what they already do. As more aspects of commerce become automated, consumers also attach more value to the uniquely human capabilities that can't be replicated by machines. Even enterprises that are seen as being at the forefront of technology are in fact empowered and differentiated by this human dimension. For example, there's been a lot of focus on Netflix's use of artificial intelligence (AI) to profile viewer preferences and drive personal recommendations for its on-demand content. Yet, this profiling has been made possible by human teams who 'train' the AI, one of the key roles of which has been to break down movies and people's responses to them (e.g. switching to another movie) into thousands of emotional touch points. Only people can create that kind of emotional connection.

### Standing Out: How is Randstad looking to put people first?

Jos Schut: For all the reasons I've said, we believe that staying relevant and differentiated in our fast-changing marketplace demands more than just digital transformation. A seamless digital experience is no more than the price of entry. What has and will continue to mark Randstad out is the time we take to get to know our clients and candidates, learn about their aspirations, and work out how we can help to realize them. We don't just want to fill posts and make up the numbers, we want to create a perfect fit between client and candidate.

They want a qualified person to understand their needs.



## What can I offer that a machine can't and how can I make the most of this.

The real power of technology is in enriching the 'know you' conversations we have with clients and candidates. By taking care of all the initial data capture and basic screening, technology gives our consultants more time to get inside the heart and soul of the companies we serve and dive deeper into our candidate's goals and potential than we would get from just the resumé. Technology also provides data-driven insights that our consultants can build on to improve the quality and value of these conversations. That's why we've launched Human Forward – we want to harness the power of technology and the passion of people to create an experience that is more human and more valuable.

**Standing Out: What is the right balance between tech and touch?**

Jos Schut: In striking the right balance, I think organizations should be asking themselves "how can we use technology

to augment rather than simply cut costs or automate what we do". If you only apply technology to drive down expenses without thinking about the impact on quality and service, you'll only end up driving customers away.

It's also important that people within an organization ask themselves "what can I offer that a machine can't and how can I make the most of this". Technology is advancing all the time so they need to ensure that their skills and ways of working keep pace. While a lot of money is being invested in digital skills, the creativity needed to lead innovation and the agility needed to adapt to change could be just as important.

**Standing Out: The scale of change can be disorientating. How can you bring employees on-board?**

Jos Schut: Many employees across all industries are fearful about how their roles will change as a result of digital transformation or whether they will have a job at all.

That's why it's vital to put people at the center of the strategy for change, rather than simply focusing on the systems. That in turn demands active input from HR. This includes explaining the value that technology can bring to employees – less of the work they hate and more time to carry out meaningful activities.

Some work will be automated. Therefore, it's vital that plans for retraining and reassignment are in place before the technology is implemented. It's also important to ensure that employees have opportunities to put forward their ideas and air their concerns, that organizations take this on board and are honest in how they communicate back.

At Randstad, few if any posts will cease to be relevant. Yet, we still face challenges in securing buy-in from employees. In particular, it can be difficult to encourage employees who've been performing well without the aid of too much technology to embrace it.



This is a challenge that would resonate with a lot of businesses. In addressing this reluctance to change, it's important to demonstrate how technology can empower people and, yes, how they're likely to slip behind if they fail to keep pace. The key to making this kind of change work is recognizing that it's as much cultural as technological and that people are at the center of it.

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## knowledge base what we can learn from randstad

- in a post-digital age, human capabilities are more important than ever
- employees need to remain agile and ready to adapt to change to keep up with technological advances
- if employee buy-in is the key to successful transformation, it's essential to show how technology will make their jobs more meaningful

Our guiding mission is to make it possible for more people to secure employment, and more people to be fulfilled in their work.

**Standing Out: How do these changes fit with your purpose as an organization?**

Jos Schut: At Randstad, we recognize the huge importance of work in people's lives. Our guiding mission is to make it possible for more people to secure employment, and more people to be fulfilled in their work. Human Forward can contribute to this by helping more people to secure the work they really want. Clearly, candidates want different things – some might want the experience that would allow them to move up in their profession, while others might simply want a job that pays the bills. The more we know about these aspirations, the more we can help to deliver the job opportunities and client/candidate matches that can fulfil them.

There is also a huge social dimension to this. If a lot of work in various industries is replaced by machines, the people who will suffer most are the ones who already find it difficult to secure employment. This includes young people who've never had a job and can't get the experience to start their career, along with older people who may see the opportunities for them narrowing. It also includes marginalized members of our society, such as refugees or ex-offenders. Support for these groups has always been a key part of our mission. We believe that everyone has an enormous amount to offer – the combination of technology and personal touch within can help us to identify these capabilities, support them with training, and connect candidates with potential employers.

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**jos schut**  
chief human  
resources officer  
randstad

Jos Schut started his career with Randstad as Branch Manager for Yacht in 2001.

After being HR Director for several of Randstad's countries/regions (UK & Middle East, Australia and APAC) Jos became CHRO within Randstad Holding in September 2016.

His key focus is people development within Randstad. For this, Jos is leading the global learning and development (L&D) practice including the Frits Goldschmeding Academy.

daring

to be

different.



# how heineken is bringing a taste for adventure to its employer brand.

“Heineken’s employer, product and corporate brands are three sides of the same triangle,” says Ben Clark, Group Head of Talent Acquisition. “We want our employer brand to project the same wit, style and curiosity that runs through our product advertising and corporate communications.” How does Heineken bring this distinctive originality and flair to the way it projects its employer brand? How does Heineken balance creativity and authenticity to convey what it’s really like to work for the organization?



Standing Out: Why is your product, corporate and employer brand management so closely aligned?

Standing Out: Heineken is a company with more than 250 brands and operations in over 70 countries. What is the common thread that runs through the organization and the people you want to attract?

Ben Clark: The common thread is a readiness to embrace new ideas, stretch yourself and strive to be great rather than just good.

We don't want to stretch people unwillingly. Rather we want to attract and nurture people who want to go the extra distance. And we provide the scope for people to do this in areas ranging from the inventiveness of our marketing to the opportunity to develop great new beers or experience so many different cultures.

Ben Clark: We believe that each of the brands reflects and reinforces each other. From a recruitment and employer branding perspective, potential recruits see in the media that we're an expanding company with an ambitious corporate strategy, and they want to be part of that. Similarly, people see how we're constantly looking to break new ground in our marketing campaigns and say to themselves "this is a company where I can do new and innovative things".

We know that our product and corporate brands open doors for us as we look to acquire talent. This year we had around 30,000 applicants for 25 places on our International Graduate Program, for example, with our visible profile being a major contributor to that interest. Similarly, the feedback we get from headhunters when we're recruiting for a senior post is that our distinctive identity and the interest this creates gets calls and emails answered.

**Standing Out: How do you bring Heineken's trademark originality to the way you project your employer brand?**

Ben Clark: We want the projection of our employer brand to wow the world in the same way as our product advertising. At the forefront of our brand marketing is our 'Go Places' interactive interview, which takes people on a journey of discovery about themselves as well as our company. There is an interviewer – the 'curator of choices' – but the direction of travel and the eventual profile are guided by answers to a series of quick-fire questions. This enables the interviewee to play a full and very personal role in the experience. The aim is to

drive applications by reflecting on what Heineken is about, how the interviewee can play a role within the company and help both them and us to judge whether they would fit in and enjoy the experience of working within the organization.

Go Places has made a massive impact. Building on that is where it gets really exciting. Go Places is the destination; it is the outcome. The next wave of campaigning will be looking at how you get there – how we can give our employees even more of the space, the scope and the support to realize their potential to go places. That could be physically swapping roles or operating companies. Our message will show what they achieved and how they got there.

**Standing Out: How do you marry creativity with a true reflection of working for Heineken?**

Ben Clark: While creative, the way we project our employer brand is very much rooted in our DNA as a company by seeking to articulate our values and communicate our employee value proposition (EVP).

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**knowledge base**  
what we can learn  
from heineken

- employer brand marketing doesn't have to be boring and bland – there is huge scope to wow people
- communications can be creative without losing authenticity
- employer, product and corporate brands can reflect and reinforce each other

And our EVP is in turn rooted in how our workforce sees Heineken and see themselves within it. When we were developing our EVP, we spoke to employees from across the organization about what they view as the defining features of the company. Three words emerged from these conversations – adventure, friends and fame.

Adventure – our people are curious, can work in many different countries and try new things. The whole concept of Go Places speaks to this taste for adventure.

Friends – we bring people together. This is a thread that runs through our Go Places campaign, which shows people working and having fun with colleagues.

Fame – we’re clearly a well-known company; people see our adverts and enjoy our products. But what we really mean by fame within our EVP and employer brand is the chance to do

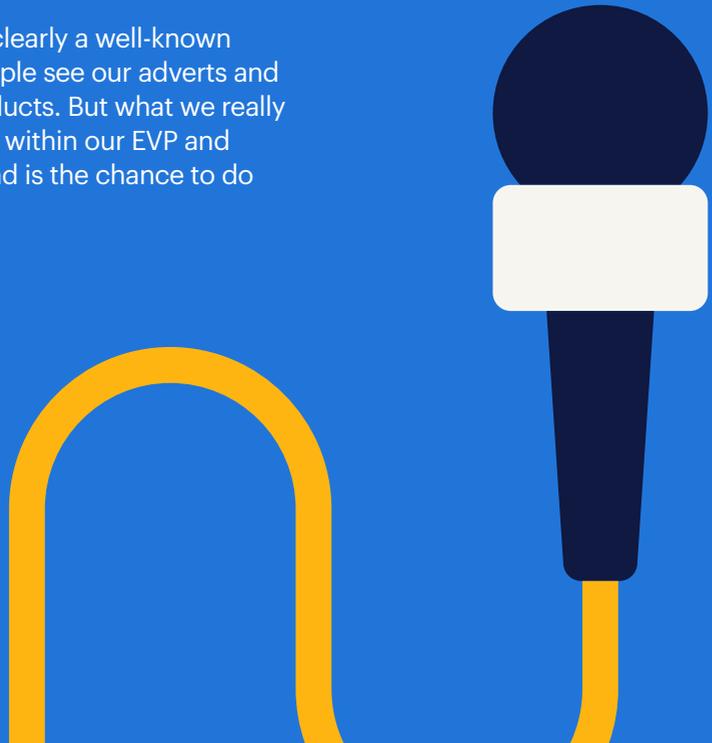
something remarkable. We have a saying in Heineken – ‘pioneers build legacies’.

The next phase of our employer brand campaigns will look at how to reinforce this authentic voice further by conveying revealing real-life employee stories. By unlocking the stories from within we deliver the ‘human proof’ of the employer brand, while still communicating this in a very Heineken way. The opening for this new campaign is coming up later in the year, so watch this space!



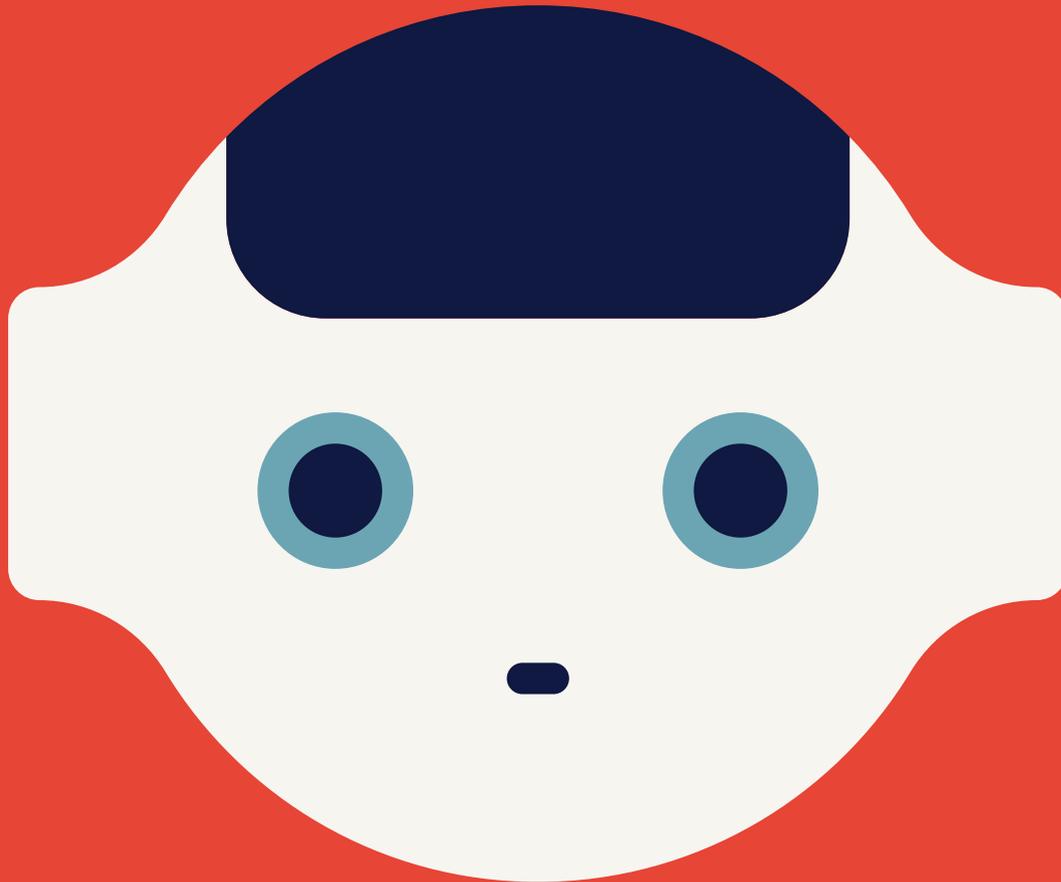
**ben clark**  
group head of talent  
acquisition heineken

Ben Clark joined Heineken as Head of Global Talent Acquisition in September 2017, based in Amsterdam. He is responsible for global employer branding and other global talent acquisition initiatives. Previously he spent six years at Nestlé, where he initially led the UK & Ireland talent acquisition team, before moving to the global headquarters in Switzerland to lead talent acquisition globally. Prior to this, Ben worked for Aviva, the insurance group and, before that, as an executive search consultant in the City of London.



we are

future



makers.

## seeing the real siemens.

Your employer brand may not reflect the real you. This has been the challenge facing Siemens. From revolutionizing manufacturing to creating greener and more resilient cities, the company is reimagining how the world lives and works. “I think what we do and how we do it is really innovative and exciting,” says Christoph Knorn, Global Director of Employer Branding. “But we haven’t told this story well. When I ask potential recruits how they see us, their image tends to be a rather stuffy and old-fashioned business.” How are Christoph and his team seeking to shift perceptions and boost talent acquisition by creating an employer brand that reflects the real Siemens?

To make this innovation possible, we've created a culture that prizes curiosity and experimentation.



#### Standing Out: What is the real Siemens?

Christoph Knorn: We want to help make the future. As part of our move from being a heavy industrial to a digitally-focused business, our research teams are harnessing the power of data and connectivity to create totally new solutions and services. We're also enabling manufacturers to merge the physical and virtual worlds in a new generation of production facilities.

In turn, innovation is transforming longstanding areas of our business such as electrification through greater efficiency and use of renewable energy. For instance, we're working on a project that aims to boost power generation in Egypt by more than 40%.

This isn't just a feat of modern engineering, but also a milestone in local partnership and consultation. The local training and skills development that come with projects like this are also making a difference. From reducing outages in homes, businesses and hospitals to greater access to the internet, think how more reliable electricity supply can change people's lives for the better?

To make this innovation possible, we've created a culture that prizes curiosity and experimentation, and an environment that encourages people to work flexibly, collaboratively, and in ways that suit them. Everything we do also has a human dimension – we call this “making real what matters”. While data is our tool, we know that data alone can't provide solutions. We bring customers, creators and developers together, so we can learn and collaborate.

### Standing Out: Why is the public perception so different from the real Siemens?

Christoph Knorn: We've changed so much and so fast that most people don't know who we are or what we stand for anymore. We want to be known as the engineering company of the future – with engineers, yes, but also with data scientists, cloud architects, robotics research scientists and consultants – a company that offers a wide variety of highly attractive jobs. Yet, talent often still sees the Siemens of the past.

Part of the problem is that most people's image of us comes from the Siemens-branded washing machines, coffeemakers and other appliances they see in the shops, even though we've sold this part of the business.

Because of our long history, a lot of people also assume that we don't like change and operate in an inflexible and bureaucratic way. When I tell students that we're keen to promote flexible working, for example, they're quite surprised. Such perceptions make it harder for us to attract the talent we want, especially when we're competing against seemingly fresher and cooler American tech companies.

### Standing Out: How is your employer brand transformation program seeking to shift these perceptions?

Christoph Knorn: In the past, we've been too reserved about communicating the magic of Siemens. If we want to be the employer of choice, we should be more forceful in getting our story out there. At the same time, we need more than just a marketing campaign – people won't see a lot of pictures and messages coming out of the head office as authentic. To show the real Siemens, our employer brand should belong to the employees and be projected from the inside out. That's why we refer to the transformation as a program rather than a campaign.

A big part of how we involve our employees is giving them the opportunity to share their stories. You don't have to be a 'love brand' that consumers connect with every day to have stories that are worth hearing and sharing. Similarly, although a lot of what we do in areas such as energy or transport goes on behind the scenes, this can still have a huge impact on people's everyday lives.

Working at Siemens has provided me with a 3d vision: there are training opportunities, help from colleagues, knowledge to be gained and shared.

Zehra Kaval, management assistant, Siemens Digital Factory, Germany

Some people may be surprised by the open door policy here at Siemens. I can speak directly to the global head of compliance whenever I want.

Ibe Etea, legal compliance officer,  
Siemens Nigeria

To get our people talking and encourage them to take part, we've taken 360° cameras and made a trip around the world to record how our people work, how they interact with colleagues and customers, and how they develop new ideas. We're now selecting some of these stories for our publicly available [Future Makers Siemens 360° app](#). From exploring the solar system to bringing education to poor communities in India, the immersive videos transport viewers into the worlds our people are transforming. Our people are the guides, conveying their motivation, and their passion.

To change external perceptions, it's also important to engage in different ways. For example, rather than just visiting students in colleges, we invite them to what we call a 'student brunch'. This setting is typically an unexpected downtown environment such as an old factory or a nightclub, which we hire for the day to give students a chance to talk to our people. The style of location and the informal interaction can all help to change their image of us as a company.

**Standing Out: Your program is customized for and co-created with your local operations. What is the thinking behind this and how does the co-creation work in practice?**

Christoph Knorn: We've created a common 'manifesto' built around "making real what matters". But to make this more than just a slogan, our people on the ground need to interpret and apply it locally. What are the pressing priorities that matter to a township in South Africa or a rural community in Sweden, for example, and how can we provide solutions?





Standing Out: What is the involvement from your board and how do you ensure sufficient resources?

Christoph Knorn: If we want to be an employer of choice, we need appropriate investment. We work closely with the board to develop the employer branding program, ensure it's aligned with Siemens' strategic priorities, and make the business case for resources.

The investment includes the support of an agency in developing our Future Makers videos, social media profile and other aspects of our program. We also invest in professional production, where appropriate, to show our appreciation of the stories being told. This ensures that the employees who

The future is digitisation: when I hear the sound of an Audi or any other car, I know we've been part of that.

Zehra Kaval, management assistant, Siemens Digital Factory, Germany

contribute feel properly valued. The quality of the production also encourages people to share the videos and help them reach a wide social media audience. A basic philosophy of the program is that there must always be something in it for both the company and the employee who tells his or her story.

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## knowledge base what we can learn from siemens

- transforming an employer brand is a program not a campaign, which should reflect strategic and local realities
- people prize authenticity. That's why employees are the best people to project the employer brand
- not all companies can be 'love brands', but they can all have a compelling story to tell

Standing Out: Your program is highly data-led. How do you measure progress, and how do you act on the results?

Christoph Knorn: Measurement enables us to see what's working, and what isn't, so we can adjust and intervene. It also enables us to gauge, and to demonstrate return on investment. This includes monitoring quantitative metrics such as staff engagement and applications per post. We also look for qualitative feedback to create a more rounded 'human' picture of brand perception. For example, when we host our brunch events for students, we ask them about their image of Siemens when they arrive, and then whether this has changed as a result of the time they've spent with us.

Siemens actively supports the current administration here in Nigeria in its 'war on corruption'. That's our interpretation of 'making real what matters.'

Ibe Etea, legal compliance officer,  
Siemens Nigeria



**Standing Out: What progress have you made and how long will the program last?**

Christoph Knorn: We're about two years into a three-year program. We're beginning to move the needle, but there's still more to do. While a lot of the investment to date has been internally focused, we're looking to increase our media spend over the coming year. While the program may be extended beyond the three years, I think it's important to have a fixed time frame to keep people focused and hold them to account.

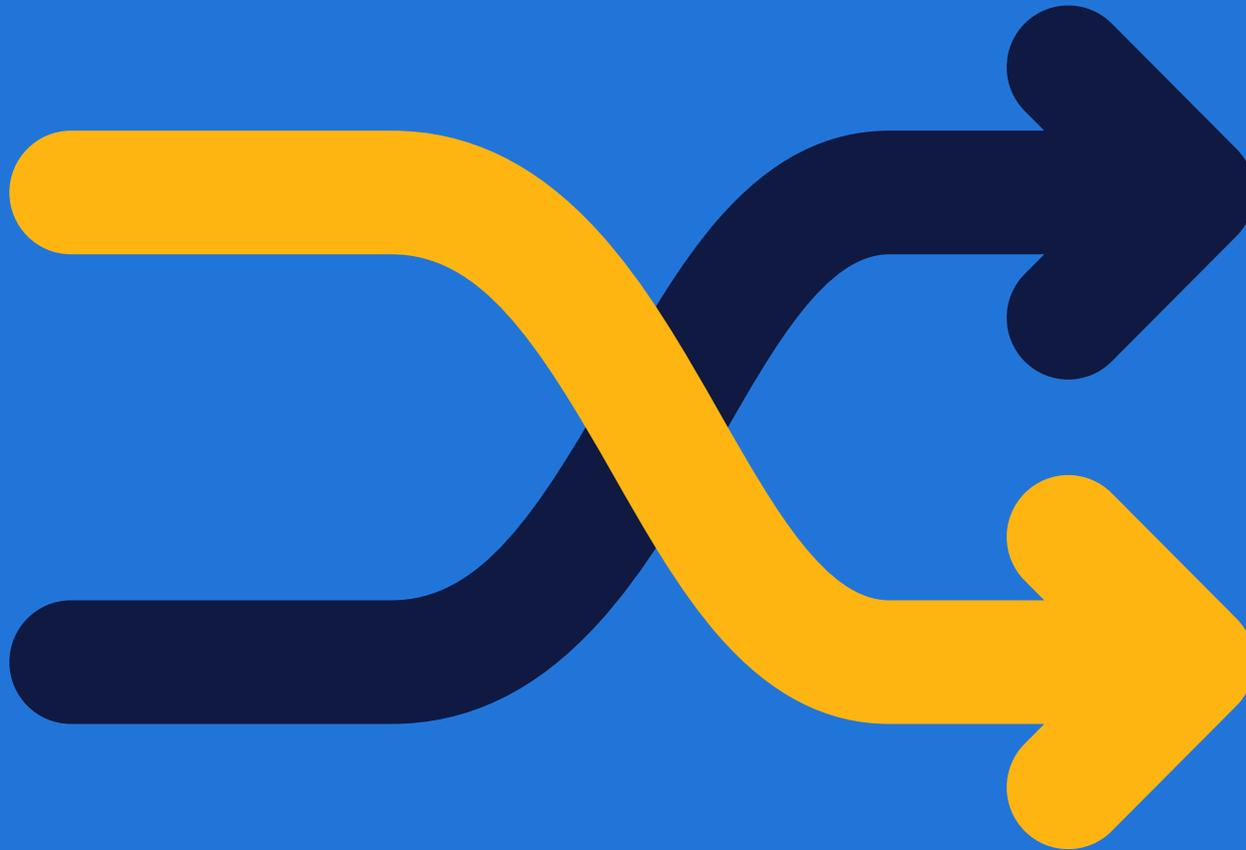


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**christoph knorn**  
global director  
employer branding  
siemens

Christoph is passionate about transformation – creating something better, more relevant and more human. In his current position, he is transforming the global employer brand of Siemens to help the group stay relevant in the digital age. He started as a management consultant, worked as head of digital media for Siemens' answers campaign, and was a VP for Strategy & Consulting at Conrad Caine (now Possible). Christoph holds a diploma in cognitive psychology. He loves to travel and plays sports to stay healthy.

itching

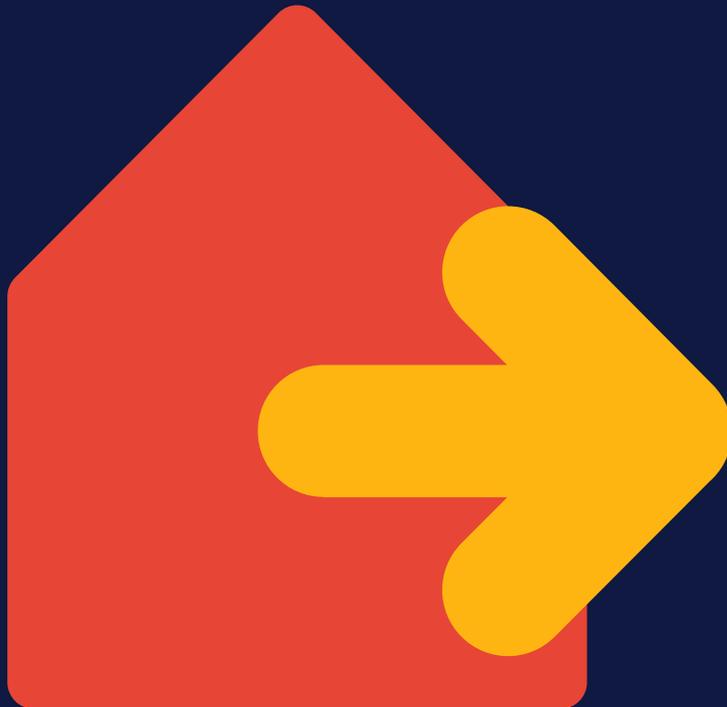


to

switch.

what attracts talent,  
what makes them  
want to stay and  
**what drives them  
away?**

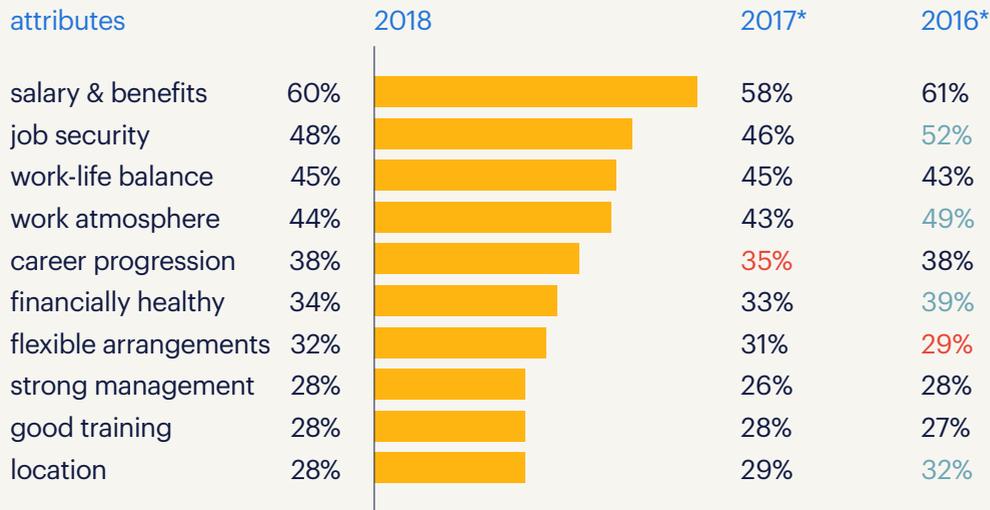
The Randstad Employer Brand Research 2018 reveals that what attracts workers to an employer may not always be the reasons for them to stay. What's especially clear is that pay alone isn't enough to convince talent to stick with their employer. So how can you ensure your business is in the strongest position to not just acquire, but also keep hold of key talent?



Each year, we survey people from around the world to find out what they want from their jobs and careers. The aim is to help employers understand employee aspirations, gain insights into what makes an organization attractive to work for and identify the sectors and companies employees find most appealing.

## what do workers want?

### top 10 reasons to choose an employer



\*percentage highlighted turquoise or red, when the difference with 2018 data is 3 percent or higher

## about the research

Now more than ever, your employer brand is critical in winning the war for talent.

What are the qualities most valued by the talent you want to acquire and retain? How does your employer brand compare to your peers? What attributes should you focus on to make your business more attractive to talent?

Now in its 18th year, the Randstad Employer Brand Research can help you to address these vital questions. The study asks over 175,000 respondents in 30 countries worldwide what are their preferred sectors to work in, what are the best companies to work for, and what makes these organizations attractive employers.

In this year's survey, we've also included questions about job switching, including what drives workers away and what would encourage them to stay.

Attractive salary and benefits is the number one reason for choosing an employer, but it's far from the only determining factor. A good work-life balance, career growth opportunities and flexible work arrangements are increasingly important attributes.

Workers want to know they can count on their companies to help achieve a sense of purpose in their jobs, grow professionally and provide inspiration for their long-term goals. For the millennial generation especially, but others as well, intangible qualities such as the organization's mission and culture can also play a huge role in winning high-quality workers.

In turn, there are significant national and regional differences to consider. In Russia, for example, 65% of participants cite financial health as a key attraction, almost double the global score. Similarly, participants in Europe see work atmosphere as much more important (53%) than workers around the world (44%).

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## disconnect between employers and employees

The qualities workers most want from employers don't match the main attributes employers are seen to offer. These findings highlight openings that could give your business an edge. This includes developing an employee value proposition that emphasizes work-life balance, job security and a pleasant work atmosphere, while still retaining the more tangible attributes (e.g. attractive salary and benefits).

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### employees seek

- 01 salary & benefits
- 02 job security
- 03 work-life balance
- 04 work atmosphere
- 05 career progression
- 06 financially healthy
- 07 interesting job content
- 08 very good reputation
- 09 gives back to society
- 10 uses latest technologies

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### employers offer

- 01 financially healthy
- 02 uses latest technologies
- 03 very good reputation
- 04 job security
- 05 career progression
- 06 salary & benefits
- 07 work atmosphere
- 08 interesting job content
- 09 work-life balance
- 10 gives back to society

most attractive sectors

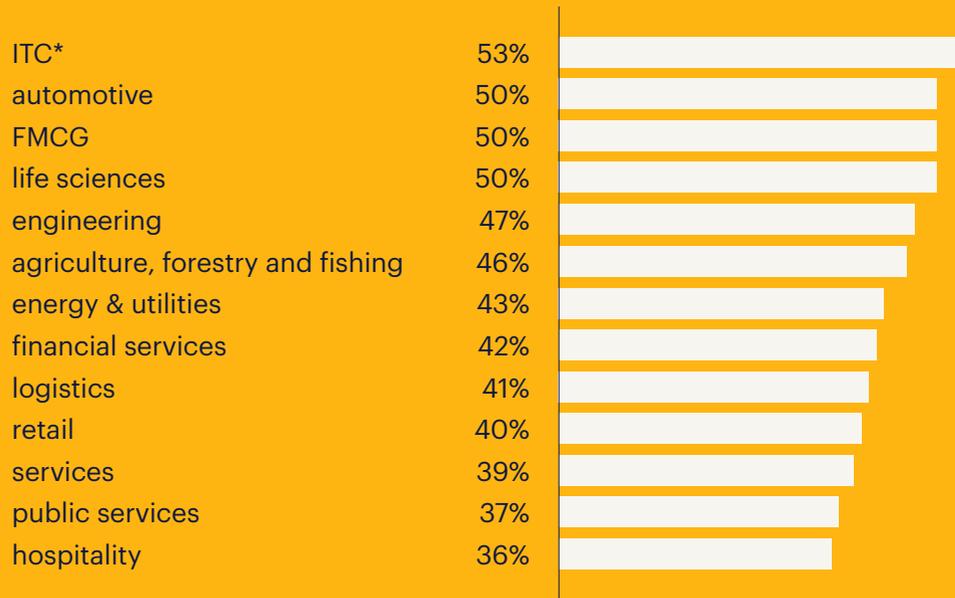
Workers around the world see information technology and communications (ITC) as the most attractive sector, with more than 50% of survey participants willing to work for ITC companies. ITC is especially attractive among the younger, higher educated workforce.

Interviews with Siemens, Deutsche Telekom and Huawei Technologies in this year's edition of Standing Out highlight the different ways that companies seek to differentiate their employer brand in this highly competitive sector. What comes through strongly is the importance of a distinctive identity rather than being seen as just another ITC company. While opportunities to push back the frontiers of innovation are clearly important, these businesses recognize that tech talent wants to be able to apply their ideas and developments in ways that can make a difference within society.

Indeed, as technology becomes increasingly prevalent in our life and work, the desire for, and importance of, the empathy, creativity and intuition that make us human are increasing. In this year's Standing Out, Jos Schut, Randstad's Chief Human Resources Officer, discusses 'Human Forward', our new brand promise, which seeks to forge the ideal relationship between humans and technology, and enable people to realize their true potential.

sector attractiveness

global

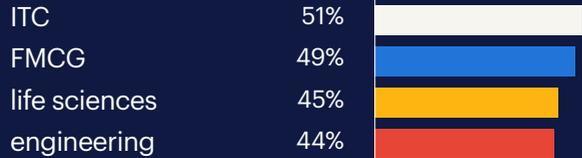


\*the ITC sector relates to companies in IT, Technology & Communications

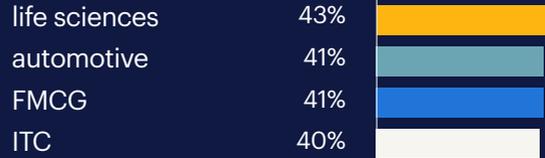
Behind the global findings, significant regional differences emerge. This includes the talent appeal of automotive in Latin America which we explore further in our feature on Toyota Argentina. While pay is a clear part of the industry's appeal in the region, strong job security has enabled Toyota to stand out from the pack.

## sector attractiveness by region

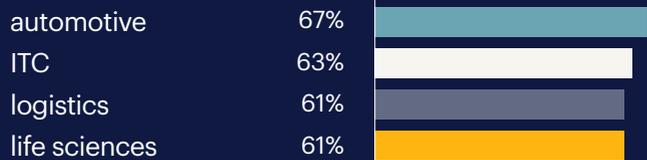
### north america



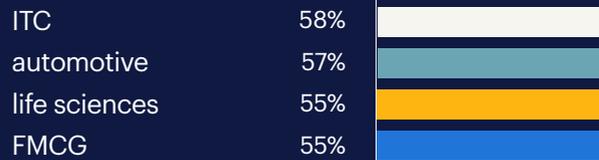
### EMEA



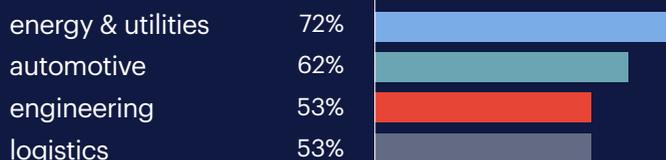
### latin america



### APAC



### russia



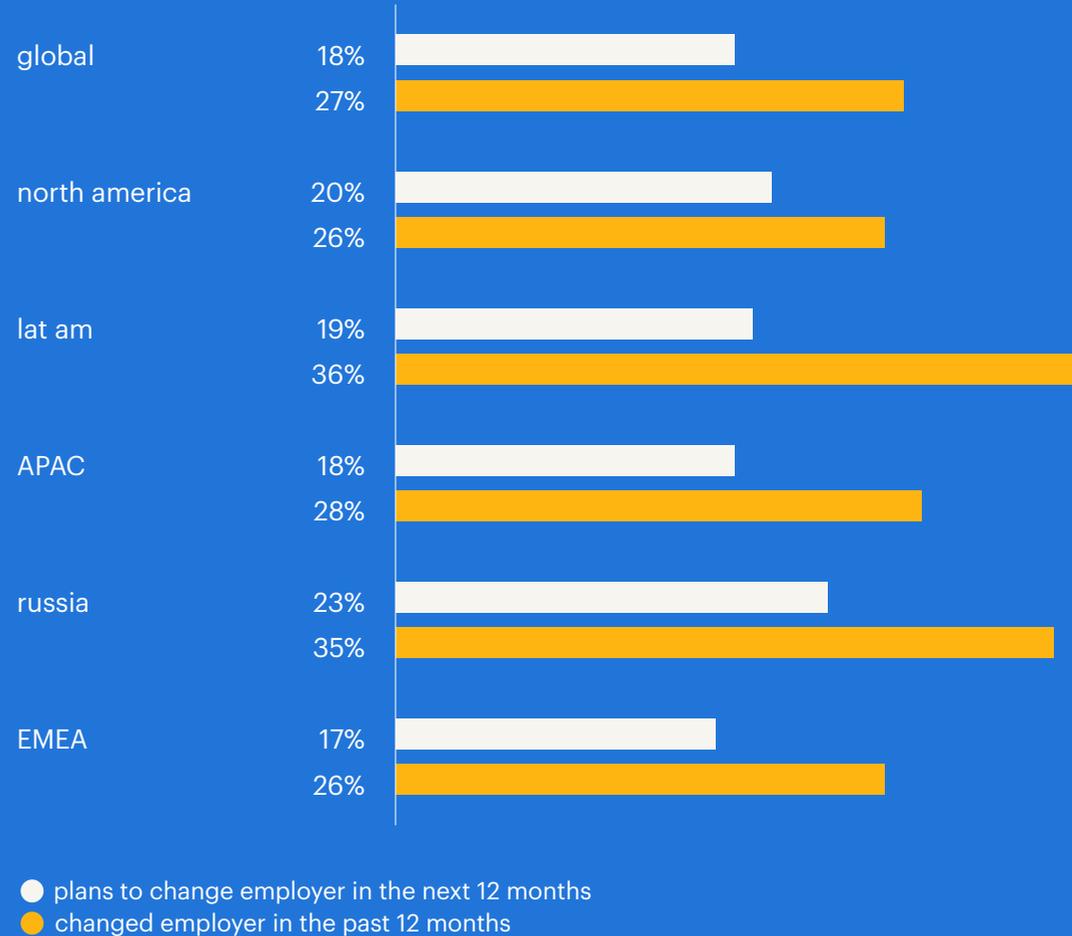
Sectors that provide services tend to be the least attractive. The need to develop an effective employer brand strategy is therefore especially pressing within these sectors. The main factor that puts participants off is low pay. However, many of the companies in the service sectors are seen as offering much better job security than industries such as ITC. Could this be a strength to bring to the fore in developing the employer brand?

## switching jobs behavior per region

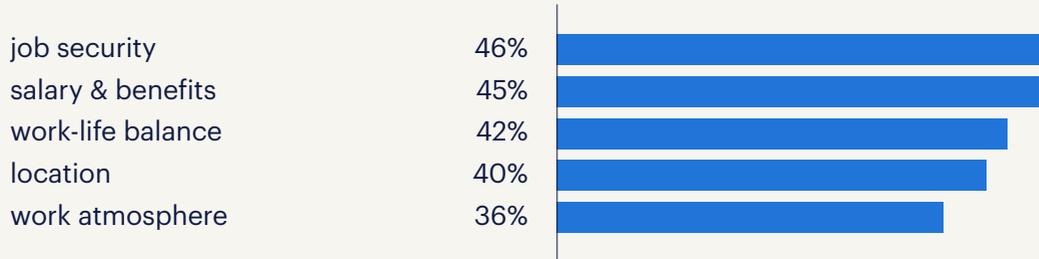
### open to offers

Globally, 45% of survey participants have either changed jobs in the past year or are planning to do so in the next 12 months.

Readiness to change employer does not differ by education or gender. However, retaining younger employees is more difficult as 28% have changed jobs in the past year. This is significantly higher than people aged over 45 (10%), who tend to place more value on job security. Younger employees are still often figuring out what they want in an employer, but the importance of career progression – and lack of opportunities to advance with their current employer – might also help explain the lower retention levels among this subgroup.

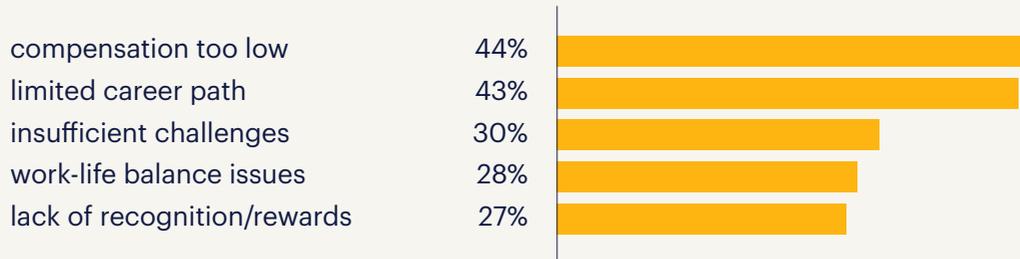


### retention key drivers



While salary and benefits is the number one driver for acquiring talent, it's not perceived as being as important for staying with an employer (45%) as it is when choosing one (60%). The research also highlights how limited career paths can drive talent away. In an example of how this might play out in practice, research carried out by Randstad Australia has found that diversity and inclusion are at the edge of the radar when looking for a job. However, they become highly important once employees are in post as they begin to gauge their chances for advancement and what barriers might lie in the way, such as lack of diversity in senior management.

### factors driving employees away



The extent to which switching behavior and reasons for staying with your current employer differ by region and age high-light the importance of a tailored retention dimension in the external and internal employer branding strategy.

The interviews within Standing Out highlight different ways to motivate and retain key talent. For instance, Heineken offers employees the opportunity to 'Go Places' through its emphasis on careers with "adventure". In turn, Huawei recognizes that talent will always want fresh challenges and will look elsewhere

if their company isn't offering them. The company's integrated HR platforms are therefore geared toward making it as easy as possible for employees to transfer to the positions they like and find the career paths that suit them best, wherever this is within the company's extensive operations.

### the employer brand roadmap





focus

persevere

break  
through.

## why huawei sees its spirit of dedication as key to success.

Already the world's largest mobile phone manufacturer, Huawei Technologies has set its sights on becoming the global leader in information and communications technology (ICT). Like an elite sports team, the company puts its success down to uncompromising focus and perseverance – its powerful spirit of being united as a team, in both good times and bad. “Even if all our factories, offices and research centers were destroyed, I believe that the strength of our core values would enable Huawei to be back up and running within days,” says Harry Bai, Huawei's Global Vice President, HR. It's clear that this mission and spirit are highly appealing to talent – Huawei is the company that Chinese people taking part in the Randstad Employer Brand Research most want to work for. How has Huawei created this winning formula, and, more importantly, how can it be sustained?

Standing Out: What kind of talent is huawei looking to attract, retain and develop to help realize its vision of a connected, intelligent world?

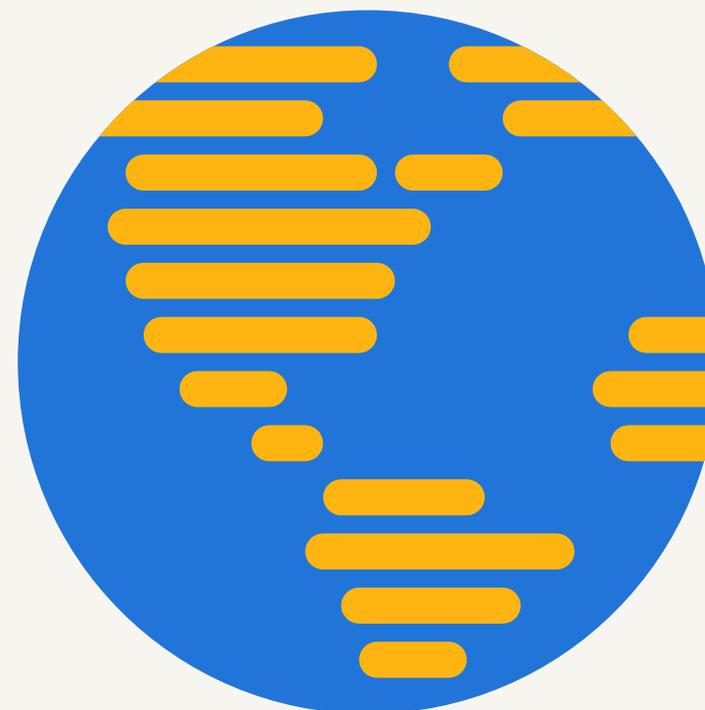
Harry Bai: The future is here. From smart homes and safer cities to the business transformation enabled by robotics and artificial intelligence, we're entering an era unlike anything we've seen before. We're determined to be at the forefront of these developments by bringing the power of digital to every person, home, and business as part of a fully connected, intelligent world.

It's our people who can make this vision a reality. Technical skills are clearly important, but we also want to attract and retain people with the spirit upon which our business has been built. This includes people who can thrive in a challenging, cutting-edge environment. We also need people who are prepared to give their all for their customers and their team, take pride in their work, and want to keep improving themselves.

This is very much a global commitment. We employ 180,000 people, from 160 nationalities in 170 countries, serving over a third of the world's population. More than 70% of our employees outside China have been recruited locally. At Huawei, outstanding individuals become global citizens. They will understand and integrate into local societies, economies, cultures, and lifestyles.

We recognize that there is a lot of turn-over within the technology industry. But realizing our vision demands patience and perseverance – breakthroughs come when people are prepared to put in the time and work.

At Huawei,  
outstanding  
individuals  
become global  
citizens.



Employees with potential are identified and considered for promotion from the day they join us.



**Standing Out:** How do you ensure that your employer brand stands out in a highly competitive technology talent market?

Harry Bai: Huawei is a company that offers aspiring talent the best opportunities to realize their goals. A key part of this is fast-track promotion. People often think that it would take at least 20 years to reach the top of a large company like ours. Yet employees with potential are identified and considered for promotion from the day they join us and can reach senior positions in a couple of years.

In 2017, we fast-tracked the promotions of 4,500 high-performing employees. In 2018, we aim for 6,000.

This is also a business that enables people to develop their careers and apply their ideas on the biggest possible stage. If you join a tech start-up, you might have 20 or so colleagues and a narrow market reach. Here at Huawei, you can work with 23 research and development centers and 36 joint innovation centers, and the innovations you develop can reach 170 markets worldwide.

Naturally, financial rewards are also an important part of Huawei's appeal. Our starting salaries are well above average and high performers can do very well in terms of pay, benefits, and share options.

**Standing Out:** How do you retain key talent in an industry that is known for its high staff turnover?

Harry Bai: Aspiring talent will always want fresh challenges and will look elsewhere if their company isn't offering them. By operating across so many different sectors and countries, we are able to offer our people a wide range of different opportunities throughout their careers, without having to switch companies.

We provide apps, online and classroom training that can help people adapt to developments in technology.

Outstanding individuals can freely transfer to the positions they like and find the career paths that suit them best. Our integrated HR policies and platforms are geared toward making these transfers as easy as possible.

**Standing Out: How do you help your people to realize their potential?**

Harry Bai: We encourage employees to take responsibility for their own growth and development, while providing platforms to support them.

Our most important platform for this is Huawei University, which offers 25,000 courses. It's not just recruits, and people earmarked for leadership who benefit. The University is geared to providing practical support throughout people's careers – 40,000 people received training in 2017.

We provide apps, online and classroom training that can help people adapt to developments in technology and can be directly applied within their daily work. This is very much a hands-on approach, with all the tutors and trainers being managers and experts from business departments.

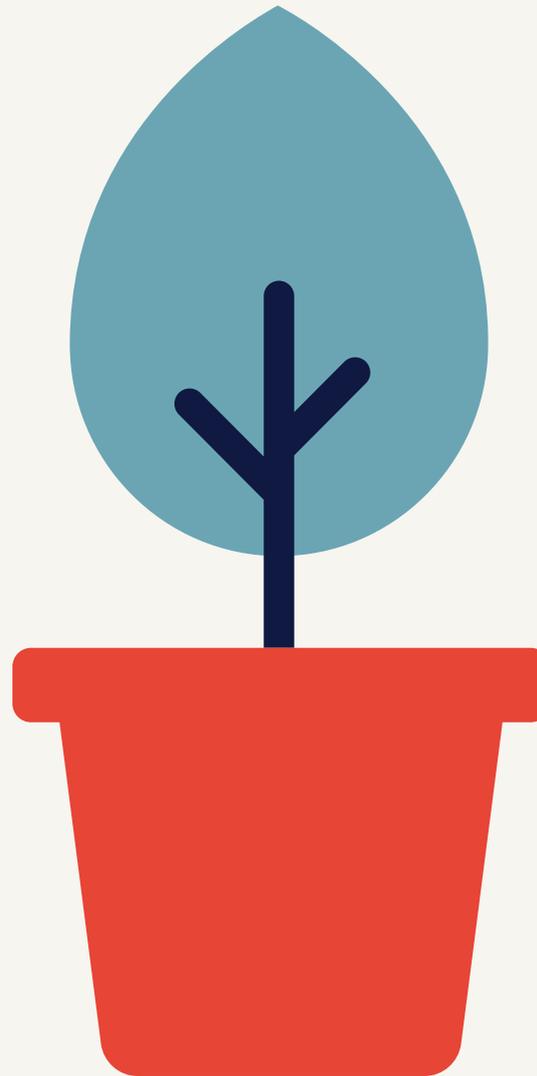
We also want to create an environment that encourages innovation and employee growth. Examples include the innovation contest we run in our Wireless Network Product Line, which receives more than 4,000 entries every year. If the idea is innovative and is commercially and technologically viable, we'll provide the investment for it to be incubated and implemented through a project team. More than a thousand ideas from the contest have been implemented, creating multiple technological breakthroughs for Huawei.

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## knowledge base

### what we can learn from huawei

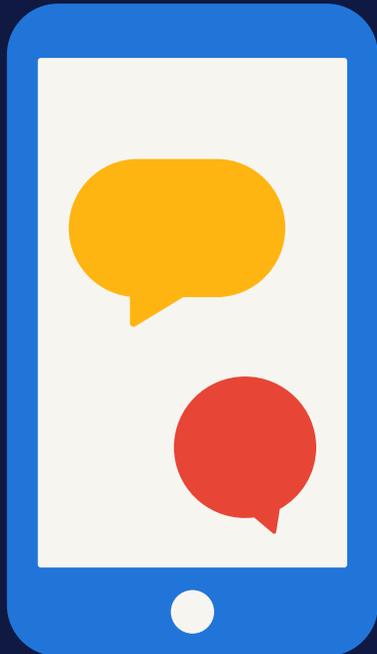
- get the basics right. While many firms are offering increasingly unusual benefits to attract prized technology specialists, you can compete for talent successfully with the fundamentals of great rewards, great opportunities and a shared sense of mission
- some tech firms don't believe it's possible to retain talent throughout their careers. However, by offering many different opportunities and making transfer easy, you can encourage talent to want to stay
- the resources and reach of large businesses can be very attractive to tech talent that's keen to drive innovation



At Huawei, we say our business is transforming from “a big tree to an entire forest”.

**Standing Out:** How does your company sustain its spirit of dedication when you are growing so quickly and across so many different countries?

Harry Bai: At Huawei, we say our business is transforming from “a big tree to an entire forest”. Despite the huge and complex changes, we still believe that it is necessary for all employees to identify with our core values. Our shared values make us what we are, and are the cornerstone for development.



However, we recognize that we need to do more to communicate these values and why this is such a great company to work for, as our employer brand is not as strong in North America and Europe as it is in Asia and Africa. We're investing a lot of effort in developing our employer brand and employee value proposition (EVP), building on our strengthening commercial brand and applying the

latest employer brand management techniques. People in different regions and divisions collaborate virtually to ensure we are developing a clear and consistent strategy. While we still have some way to go, we're gradually winning recognition from employer brand assessment agencies.



harry bai  
global vice  
president of HR  
huawei

Harry Bai is a senior executive with over 20 years of experience at Huawei. As the Global VP of HR, Harry has extensive expertise in a variety of HR areas including recruitment and allocation, employee relationship management, leadership management, etc.

Prior to his HR leadership role, Harry was a seasoned business leader with rich experience in ICT technology. This includes VP for the China and then North Africa region.

our people

are our



employer brand.

## the passion that enables changi airport to shine.

In 2018, Singapore's Changi Airport was voted Skytrax World's Best Airport for the sixth consecutive year. Changi Airport Group (CAG), which oversees the operations and development of the airport, as well as providing emergency services, is also the organization that people in Singapore most want to work for (Randstad Employer Brand Research Winner 2017).

Justina Tan, CAG's Managing Director, People, sees Changi's ability to delight travelers and attract talent as two sides of the same coin. "Exceptional people create an exceptional experience. In turn, potential recruits see the passion we bring to our work, the wonderful sense of community within the airport, and they want to be part of that," she says.

So how does Changi create and sustain the personal touch in an airport that's already one of the busiest in the world, and continues to expand at a rapid pace (the new Terminal 4 opened in 2017 and a new Terminal 5 is to be developed and completed by around 2030)? How does CAG ensure their talent acquisition is spot on in one of the world's tightest and most competitive labor markets? How is the airport harnessing innovation to make the most of its people? How does the airport maintain such strong cohesion and community spirit when there are more than 200 companies operating within it?

**Standing Out: What are the exceptional qualities that make Changi the world's favorite airport?**

Justina Tan: People are at the heart of everything we do. We connect people, we touch their lives. On average 170,000 passengers pass through our terminals each day, but we don't see these travelers as simply statistics, but as unique individuals with personal stories – people on their way to a family reunion, for example. In the same way, we don't see cargo as just a box or a barcode, but something that's special, like a birthday gift or vital medical supplies. It's this very personal 'passion for service' that air travelers cherish. However fast we expand, this focus on each customer's individual 'story' keeps us true to our core values.

**Standing Out: There are around 200 companies operating within the airport. How do you create a strong sense of community within such a large network?**

Justina Tan: CAG has just 1,800 employees. Changi Airport's total workforce is around 50,000, encompassing a huge array of different roles, types of people and perspectives. But we have

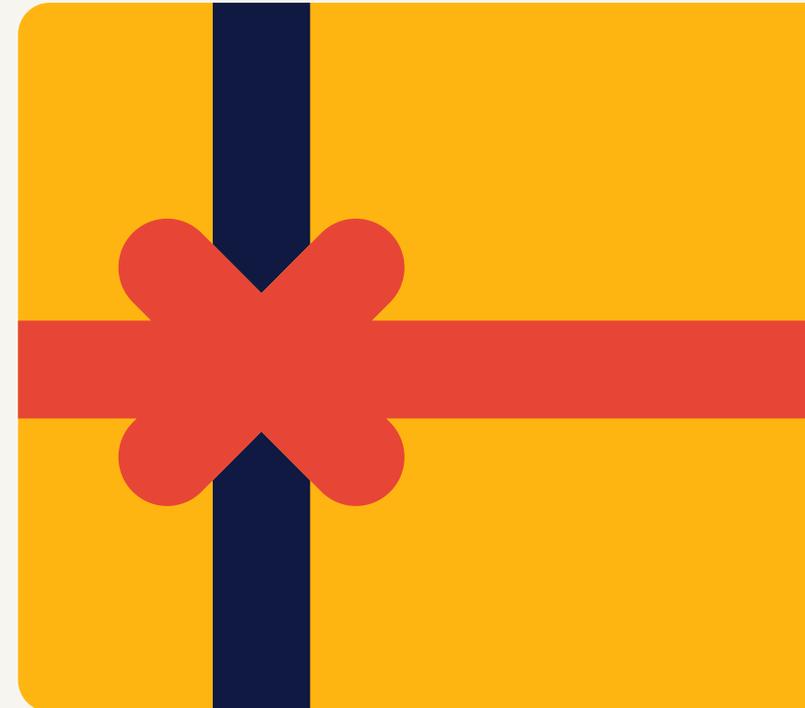
a common goal to create a great 'One Changi' experience for our passengers. This means that if someone sees some litter on the floor, for example, they pick it up rather than think that it is a cleaner's job.

Together with our partners, we've developed common goals and key performance indicators. We also have a 'community' app and a One Changi TV network for the entire airport workforce to stay connected. But what really drives the One Changi spirit are informal dialogue and interactions. People swap information and ideas, and if they need to sort out any issues, they can sit down together to work out a solution.

Another important aspect of our 'One Changi' modus operandi is the sharing of each other's success. Highlights include our Annual Airport Celebration, now in its silver jubilee year. This year's 'Service Personality of the Year' award-winner is 26-year-old Nguyen Thi Tuyet Trang from Certis CISCO Aviation Security. In the short period of about six months, she saved two lives. Nothing speaks more about the dedication of our people than this!

**The whole airport community works in unison to ensure that a passenger's journey is smooth and stress-free.**

Su Guojie, manager, arrival experience, Changi Airport Group.



**Standing Out: People are a very scarce resource in Singapore. How do you seek to appeal to talent?**

Justina Tan: Our people best represent us as an organization. So what better way to project our brand as an employer than through our people? Within the organization, we have recruited 100 ambassadors, who are all enthusiastic volunteers. They participate in career talks, fairs and road shows to communicate the passion that is at the heart of our organization. Potential recruits value authenticity, so this is a great opportunity for them to speak to our people about what it's really like to work for CAG. This hugely benefits our talent acquisition strategy.

Changi Airport has a strong international brand presence, and its success on the world stage is a great source of pride for Singapore. CAG is also a relatively young company – incorporated nine years ago in 2009 – which has undergone an exciting journey of expansion and transformation over the years. Both these factors are a strong source of attraction for local talent within the country.

We also believe that the value of workplace diversity in broadening our talent pool and bringing in fresh ideas can't be overstated. We reach out to a wide range of educational institutions and participate in various career fairs to interact and attract candidates with different interests, specializations or experiences. They could be scholars, new graduates, or experienced personnel – we look out for people who share our passion and values.



### Standing Out: How are you looking to strengthen your talent appeal?

Justina Tan: We're always looking for fresh ways to make new connections. A key priority is reaching out to millennials through the development of digital platforms. For instance, we've been steadily building up our LinkedIn presence – we don't just use it to raise awareness of job opportunities, but also to tell our stories. Recently, we hosted some of our LinkedIn 'followers' – people interested in our work, but not necessarily looking for a job – on an office tour. Through the session, they got to know more about our business and also had the chance to hear from our colleagues working in various divisions, who shared stories about their work-life and experiences at CAG. This is a great way to strengthen our professional networks, encourage followers to explore opportunities within CAG, and have them share positively about us to their friends.

### Standing Out: How do you deploy technology to make the most of your people?

Justina Tan: We operate against a backdrop of constant cost and manpower constraints. Therefore, we constantly need to innovate to enhance work productivity, while keeping the personal touch that makes the airport special.

Technological innovation is an essential part of this. For example, our new Terminal 4 is the first terminal at Changi Airport to use Fast and Seamless Travel (FAST) for departing passengers. The automation of check-in and use of biometric security screening mean shorter queues and greater convenience for passengers. Crucially, these developments also free up check-in agents to spend more quality time with passengers, dealing with their queries and enhancing the experience.

Changi airport group places great emphasis on hiring people who share the same values and are a good fit for the role.

Darren Wong, manager, departure experience, Changi Airport Group

Be open and follow your heart! your ideal job need not be dictated by your course of study; sometimes it takes trial and error to find the right job.

Sim Peiwen, manager, arrival experience, Changi Airport Group

We're also looking at how to transform the experience for customers through our 'Living Lab' program, through which we're collaborating with innovation-driven companies and start-ups to develop new technology solutions in a 'live' airport environment. The idea is to apply technology so it frees-up time for employees to have more time to assist passengers. We're running trials in areas ranging from automated vehicles to ferry passengers between terminals, to taxi queue sensors to monitor wait times and ensure sufficient taxis are available to meet demand.

If you want to look at how people and machines can collaborate in the most effective, but unexpected ways, our cleaning service is a great example. While robots now carry out a lot of the work, we've found that they're just not set up to get into corners and other difficult to access areas, so that's where our physical cleaners step in. We also have sensors to send alerts to supervisors when bins are full, so our cleaners can be deployed more effectively.

While most people are curious about the perks of the job, the truth is that we work here because we are passionate about what we do.

Clarence Chng, assistant manager, airside operations, Changi Airport Group

### Standing Out: How do you develop talent within your organization?

Justina Tan: Career growth is clearly a critical element of long-term retention. Our people also need to develop their skills as our operations grow.

Development is anchored by one-to-one conversations with supervisors about aspirations and how we can help employees to meet their/our goals. Future leaders can in turn take advantage of a range of onboarding and career acceleration programs facilitated by the top management as part of their own development.

And, we're constantly looking at ways to enhance the available opportunities. Pilot initiatives include 'M.O.V.E' (more opportunities, valuable experiences), a job rotation program, which aims to give our people more scope to try-out new and different roles. The group's investment in airports and representative offices overseas increases opportunities for exploring new horizons.

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### knowledge base what we can learn from changi airport group

- technology can't do everything, but it can help people to make more valuable use of their time
- even within complex partnership operations, a common sense of mission can shine through via formal and informal collaborations
- your people are the best advertisements for your employer brand
- always be on the lookout for new and original ways to connect with potential recruits and bring followers closer into the fold

Standing Out: Yours is an ultra-busy, round-the-clock operation. How do you balance work and life demands?

Justina Tan: While this isn't a nine-to-five operation, we want to look after our people's welfare and create an appealing work environment through what we call 'work-life integration'. A key part of this

focuses on health both through on-site medical facilities and regular check-ups and ensuring our people can take 'care' leave for children and elderly relatives when necessary. It also includes team building and constantly looking for ways for making working here more enjoyable – our Fun Friday social events are especially popular.



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**justina tan**  
**cag's managing director, people**

As Managing Director, People, Justina Tan provides strategic leadership for all aspects of people operations, people development, and plays an instrumental role in shaping the organizational culture and how people experience the organization.

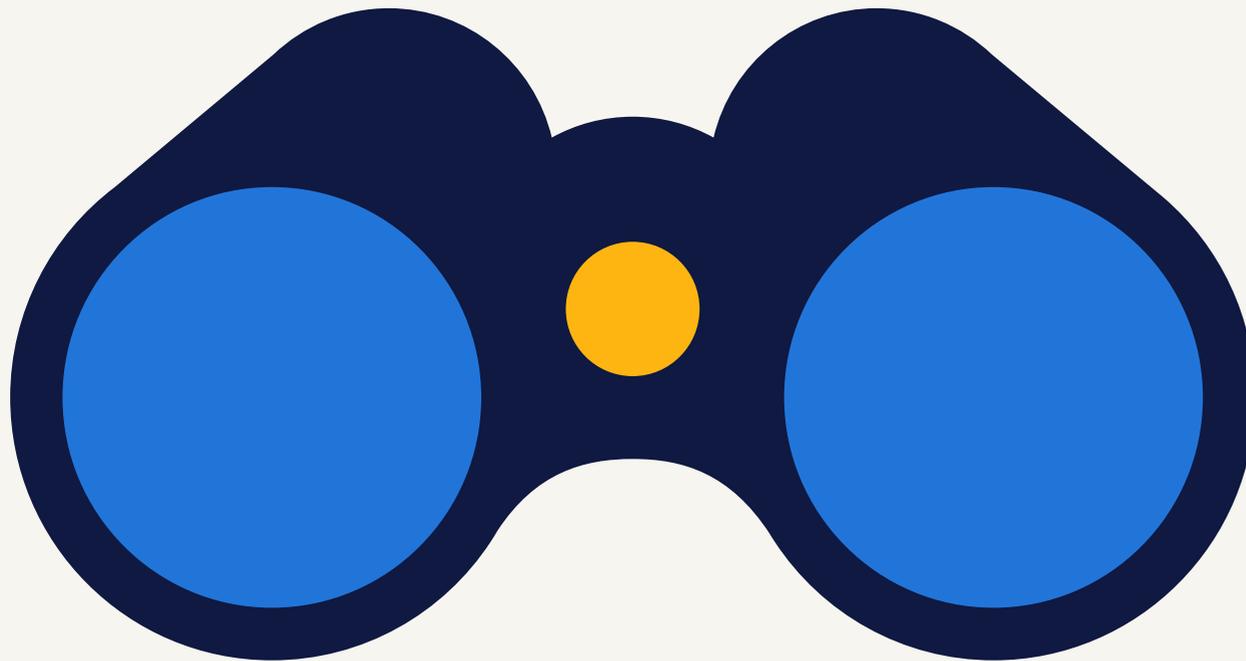
Justina has more than 15 years of experience in the airport industry and has held senior positions in various airport business functions spanning international relations, airline account management, marketing and promotions, airport retail and consulting work.

Over the years, she has driven cultural change initiatives, initiated a more structured approach for talent management and leadership development, spearheaded employee engagement efforts, as well as looking into the design of rewards and performance management systems to drive organizational performance.



looking

beyond



the obvious.

## how deutsche telekom wants to get candidates thinking.

“If you think that challenging the status quo is beyond our scope, don’t apply,” says Deutsche Telekom’s [graduate recruitment site](#). This is one of the provocative ‘Don’t Apply’ messages that Deutsche Telekom has developed, as part of its employer branding strategy, to encourage candidates to think more deeply about what they want from their career, what the group can offer them, and whether they’re a good fit for each other.

“We want potential recruits to look beyond the obvious. If you think we’re just another employer in the industry, don’t apply, but if you know who we are and what we stand for, then yes, please apply,” says Imke Kohaupt, who is working on Deutsche Telekom’s global employer branding program.

How has this distinctive employer branding campaign been created and how are Imke and her colleagues working across the group to bring the concepts to life?

We shape the digital world to bring people closer together.

**Standing Out: How did the global recruitment program start life?**

Imke Kohaupt: Our business is global and therefore we need a global employer value proposition (EVP)\* and a global employer branding strategy. Without the ability to project our brand and appeal to candidates across borders we'll no longer be able to attract the tech specialists and other key talent we need.

We started the global program two years ago with the development of the EVP – we wanted to define who we are, what we stand for and what drives and connects us across the 50 markets in which we operate. This is all encapsulated in a single sentence: "We shape the digital world to bring people closer together."

**Standing Out: How did you develop the EVP and what was the thinking behind your approach?**

Imke Kohaupt: We didn't want our EVP to be something put together centrally and then communicated out from there. To ensure the EVP resonates across

the group and encourage people in different operations to get behind it, the project has been spearheaded by an organization-wide steering committee that cuts across silos, departments, entities and countries.

One of the keys to making the steering committee work was finding the right stakeholders – people who know the talent needs of their operations and who can be champions for the project. The initial project work carried out by the committee took more than a year, but this time and effort has more than paid off. Bringing so many different perspectives into the project has helped the results to gain acceptance and build momentum within our organization.

**Standing Out: How has the EVP been translated into a strong employer brand?**

Imke Kohaupt: We're fortunate in having our successful 'magenta' corporate identity to build on. But we also wanted to add a strong and bold employer identity, because we are dealing with so many different markets and business needs.

\*deutsche Telekom refers to its EVP as its 'employer value proposition'

The EVP provides a great starting point for encouraging potential recruits to think about what Deutsche Telekom is really about. Obviously, we want to invite applications, but only if the candidate has the attitude and aspirations that would fit in well with our culture and objectives. The key words we use to get this message across are 'Don't Apply', which isn't what candidates expect and therefore challenges them to look beyond what they might have assumed about Deutsche Telekom. For example, if you're just looking for a job in IT, or you think we're just another telecom provider, then maybe you shouldn't apply. But if you're prepared to take the time to get to know us, and have the ideas and ambition to help shape the digital world, then yes, we want to hear from you.

These messages can be adapted to the various experiences that define us as an employer: e.g. innovative tasks, sharing culture, personal growth, meaningful impact. They can also be adapted for local markets and different target groups such as students coming up to graduation or **experienced IT professionals**. This is supported by personal testimonials from people in the different targets groups, such as graduate trainees.



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## knowledge base

### what we can learn from employer branding at deutsche telekom

- if you want to attract inspired people, create an employer brand that inspires them
- bring the organization together to define what it stands for and what makes it stand out. In this way, you can develop an EVP that people will buy into and an employer brand that genuinely reflects your organization
- keep your employer branding efforts fresh and the organization motivated behind them by looking for new ways to help people share ideas for improvement and seeking to align employees' lived experience with the brand that projects it

**Standing Out: You've just finished the global roll-out of the employer branding campaign across. What have you learned from the experience?**

Imke Kohaupt: We wanted to get the EVP and employer brand out in the market as quickly as possible. We therefore introduced them in two waves – the first being eight European markets and then the rest of the world in the second. This has enabled us to focus resources. The second wave has also been able to benefit from the experience of the first. For example, as the testimonials

are developed in local markets, it can be difficult to ensure that the messaging and photographic direction are consistent – photographers will always have their own ideas. So, one of the improvements we've developed on the back of the initial feedback is clearer guidance and support on the overall visual style and approach we want for our employer branding efforts.



Project teams in the initial markets have also been able to provide examples of what has worked well – this can be especially useful for colleagues in smaller markets, who may not be able to put in the same amount of time and resources as their larger counterparts.

[Standing Out: How are you looking to take the employer branding campaign forward and keep it fresh?](#)

Imke Kohaupt: The hard work doesn't stop with the roll-out! You must keep breathing fresh life into the campaign – the wow factor will start to disappear unless you keep reinvigorating it.

One of the ways we're keeping the campaign fresh is creating new content and formats for personal story telling. Staff talk about their roles at Deutsche Telekom, their individual contribution to shaping the digital world and how they collaborate with colleagues.

We're also launching our 'Think Bigger' community, which seeks to publicize and forge links between all the different initiatives that people on the ground have set up to develop new ideas and foster closer collaboration. Just as 'Don't Apply' helps project our culture and identity externally, the new 'Think Bigger' community communicates them within the organization.

To help take this all forward and sustain the momentum, we're starting a new organization-wide employer branding forum, which is open to all colleagues who are involved in shaping the employer experience. The forum enables us to swap notes on what we are working on, set out upcoming plans and look at how different departments and teams can contribute and benefit. A strong employer brand is much more than a marketing tool – it should be relevant to all operations, since it is a matter of common attitudes and culture.



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**imke kohaupt**  
global employer  
branding expert  
deutsche telekom

Imke Kohaupt is passionate about creating a strong global employer brand for Deutsche Telekom. Imke loves creative projects and thinking out of the box, embracing perspectives and getting people involved. Doing things simply and having an impact is what drives her. Even after 18 years in HR marketing and communication, she is not getting tired of it since the challenges never stay the same. Working part time enables her to enjoy more time with family, friends and playing sports.



the

toyota  
way.

## a vision for a high-tech future that's built around people.

Most of the world's leading carmakers have manufacturing plants in Argentina. Yet, it is Toyota that's now out in front as the automotive firm people in the country most want to work for (number one in the automotive sector and third overall in the Randstad Employer Brand Research Argentina 2017). "The 'Toyota Way' is rooted in continuous improvement and respect for people," says Andrés Massuh, HR and Corporate Administration Director. "To our people here in Argentina, we say 'help us enhance quality, help us become more productive, and we'll guarantee you job security and investment in your skills and future'."

How does Toyota Argentina stand out when there is so much competition for talent in the country's automotive sector? How has the company worked with unions to become one of the most productive and advanced in the region? How has a corporate philosophy that originated in Japan been successfully adapted and applied on the other side of the world?

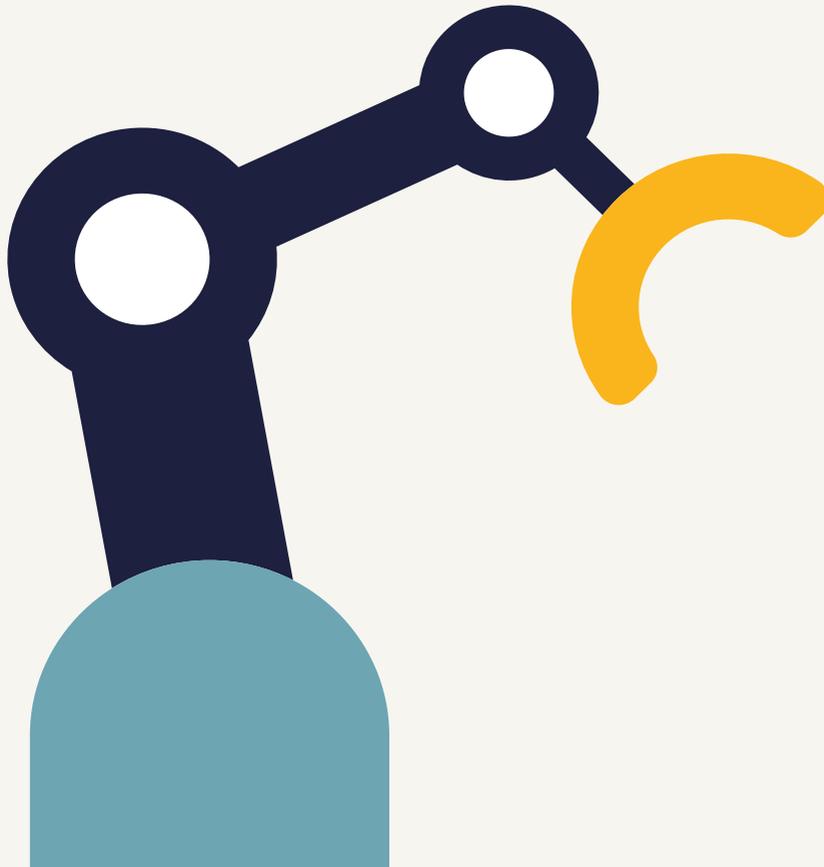
There has been car production in the country for over a century.

Standing Out: Automotive vies with pharmaceuticals as the industry Argentinians would most want to work in. Why is vehicle manufacturing so appealing to talent?

Andrés Massuh: Argentinians are passionate about cars; people love being behind the wheel. It's telling that the first great star of Formula One, Juan Manuel Fangio, was Argentinian and there have been many great racing drivers since.

This passion for driving has translated into a proud tradition of vehicle manufacturing. There has been car production in the country for over a century. Working alongside the manufacturers is an extremely well-developed network of components suppliers and dealerships. Toyota Argentina directly employs around 6,000 people, but our network of partners employs many times that number, and we see everyone in this value chain as part of our community.

Toyota has been manufacturing in Argentina for just over 20 years, with capacity expanding rapidly from 20,000 when we started to 140,000 vehicles today. Our Hilux pickup is the market leader in the region, being especially popular within Argentina's large agricultural sector. We also make the SW4, a sports utility vehicle. We export a lot of these larger vehicles to Brazil and other parts of the Latin American region, while our partners in Toyota Brazil focus on production cars like the Corolla and the Etios.



**Standing Out: What do you think makes Toyota so appealing to talent and how are you looking to improve on this?**

Andrés Massuh: I believe that people in the engineering and other talent communities see Toyota as an island of stability and opportunity in an economy that has seen a great deal of instability and painful downturns over the past 20 years. While there have been people facing uncertainty over their jobs in the country's car plants and a lot of lay-offs in the economy as a whole during this time, we've continued to expand and hire new people.

**As our sales grow, as people see how well our vehicles perform and last, they start thinking I can have a good future at Toyota.**

I think that the reputation for reliability and high quality of our vehicles and the brand loyalty supports our reputation as an attractive employer. As our sales grow, as people see how well our vehicles perform and last, they start thinking I can have a good future at Toyota.

Most of all, we offer solid, sustainable and purposeful career prospects. We want people to remain with us throughout their careers and we continually invest in their skills, career development, welfare and wellbeing.

The country's main engineering universities are a key source of recruitment. Nonetheless, there is always a shortage of people with the engineering skills we're looking for and so we can't be complacent. We therefore invest strongly in programs such as student internships, as many of the trainees later become Toyota's employees.



We need to constantly invest in our people to help them develop new skills and be better prepared to face the future.

A pillar of our talent strategy is to create a more diverse culture. Women still make up barely a fifth of the engineering workforce in Argentina. Our initial goal is to ensure more women in leadership roles. Broadening our talent pool in this way is a critical part of our future.

We're also looking at how we can improve our appeal to millennials. This includes strengthening flexibility and work-life balance, which are key priorities for the generations joining the workforce. This is a challenge in a company whose culture retains a lot of its traditional Japanese roots, but is vital if we're to continue to attract the best talent. Key steps include better planning of workloads and shift patterns. We can also make more use of tele-commuting for non-production staff, which is of particular value to us as our main plant in Zarate is more than an hour's drive from Buenos Aires City, where most of our staff and people we need to attract live.

**Standing Out: How does the Toyota Way of continuous improvement and respect for people manifest itself?**

Andrés Massuh: Every day, we ask ourselves 'how can we do this better' – this is part of our DNA and culture as a business. A lot of this is about small step improvements – 'kaizen' – that cumulatively can make a huge difference. Teams come together every day to identify issues and work out ways to resolve them. The best ideas are entered into a competition for Toyota staff worldwide and regional winners here in South America have the accolade of being able to go to Japan for the global finals.

In an industry and marketplace facing so much change, a key part of respect for people is carefully and honestly discussing what the future holds and ensuring employees have the training and skills they need to meet the challenges. We need to constantly invest in our people to help them develop new skills and be better prepared to face the future.

### Standing Out: How do you adapt the Toyota Way to the demands and culture of the operation here in Argentina?

Andrés Massuh: Clearly, there does need to be some adaptation in order to be able to transmit our values, as well as taking account of aspects of our distinctive local culture. Our main goals are not only to attract the best people in the marketplace, but also people that can fit in well within our organization.

Our people here in Argentina and colleagues in Japan actually have a huge amount in common. Toyota has always seen itself as a family, rather than just a business. Here in Argentina, we're keen to invite employees' families to visit us in our plants and we're very involved in the life of the communities in and around where we and our partners operate.

Having grown from around a 1,000 to 6,000 employees, one of the challenges we face is how to communicate with our people and strengthen this sense of community. Social networks can help us to broaden our communications. But we also recognize that management plays a crucial role in communication and needs to be on the production lines talking to people face-to-face constantly. That is a key part of the Toyota Way.

### Standing Out: The Argentinean automotive industry has faced productivity challenges, especially in relation to absenteeism. Securing union agreement for changes in working practices can also be difficult. How has Toyota overcome these challenges?

Andrés Massuh: Dialogue with the unions and employees is the key. We've been able to cut absentee rates from 8% to 3% and now have one of the highest rates of productivity in the industry.

This same dialogue and agreement is equally essential in preparing Toyota for the future. We've committed to protect jobs and invest in skills, and in return the unions are working with us to adapt agreements and modernize working practices. We see ourselves as working towards a common goal. The unions recognize that we need to continually improve efficiency to enable us to keep growing and protect their members' jobs.

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## knowledge base what we can learn from toyota argentina

- small steps improvements can make huge differences over time
- while job switching is often high among engineers, many still appreciate stability and the chance to contribute to long-term growth
- successful modernization demands understanding and buy-in from employees

**Standing Out: What does the future hold for Toyota Argentina and what are the implications for your people strategy?**

Andrés Massuh: Protecting the environment is the most significant priority. We've committed to shift all of our production to electric, natural gas or hybrid engines and stop making gasoline-powered vehicles by 2050. As a result, we need to transform our production facilities. Our partners also face considerable challenges – suppliers must adapt production, while sales people in our dealerships need to educate consumers about why this is so important and encourage them to switch to greener vehicles.

We're also looking ahead to a new business model, in which rather than owning a car or van, customers subscribe to a comprehensive mobility service. This would include being able to call up different sizes and types of vehicle on-demand, depending on what they need for that particular day (e.g. shopping or a weekend away). Public transport would also be included within the service.

From an organizational and people perspective, these changes require a different mindset and skill set. They also require the ability and agility to change at the same rapid pace that the world is changing. This is a cultural shift that requires people to embrace change.



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**andrés massuh**  
hr and corporate administration  
director, toyota, argentina

Andrés Massuh graduated in Business Administration, before studying for an MBA. After some years working in financial services, he joined Toyota, working in the financial department for ten years.

Two years ago, he was inspired to take up his current position as leader of the HR team. He enjoys working closely with his peers and keeping continuous contact with all members of the organization. Upcoming priorities include developing and implementing regional and global strategies, aligning practices and objectives and working as one team.

Andrés is married with twin daughters. He loves traveling with his family, playing tennis and running in his free time.



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