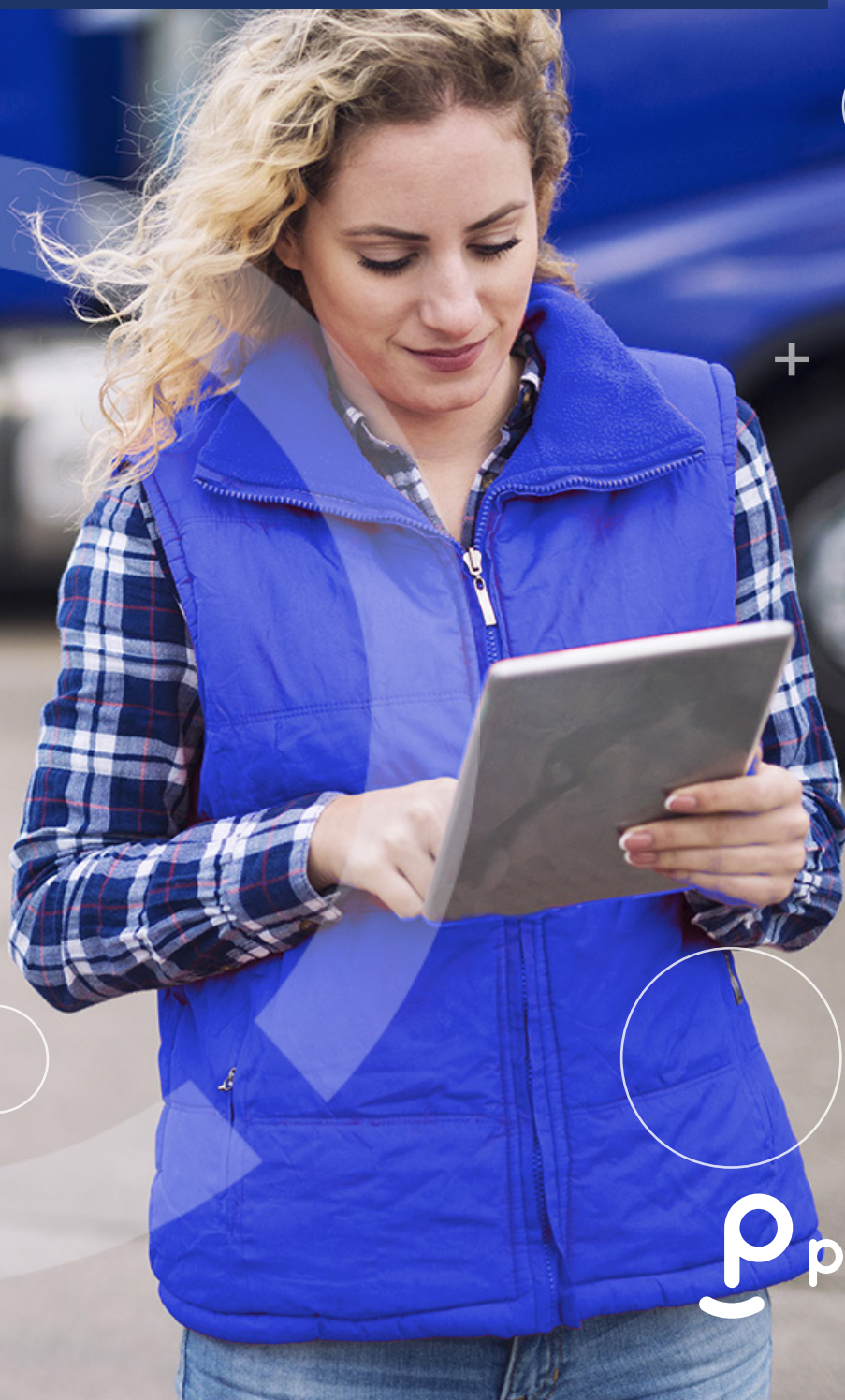


How Kuehne+Nagel Is Empowering Employees To Own & Grow Their Careers

Building an intelligent employee portal and strong
internal sourcing strategy with Phenom



the challenge

Resourceful. Collaborative. Customer-driven. These are the people who work at Kuehne+Nagel, one of the largest logistics companies in the world. One glance at their career site makes it abundantly clear that the Switzerland-based logistics leader is also deeply committed to their workers — and their professional development.

With approximately 78,000 employees across 1,400 locations, 100+ countries, and virtually all key industry sectors, internal job opportunities abound. But not if employees aren't aware of them.

Kuehne+Nagel was already deeply committed to providing a best-in-class candidate experience for *external* job seekers. However, they wanted to extend their vision for a superior talent journey to *internal* candidates, as well. “We have amazing people who work for us, however we haven't always been able to tap into it for internal hires,” said Sandra Aasma, Global HR Systems Expert at the company. “We want to empower and enable our employees to take charge of their own careers.”

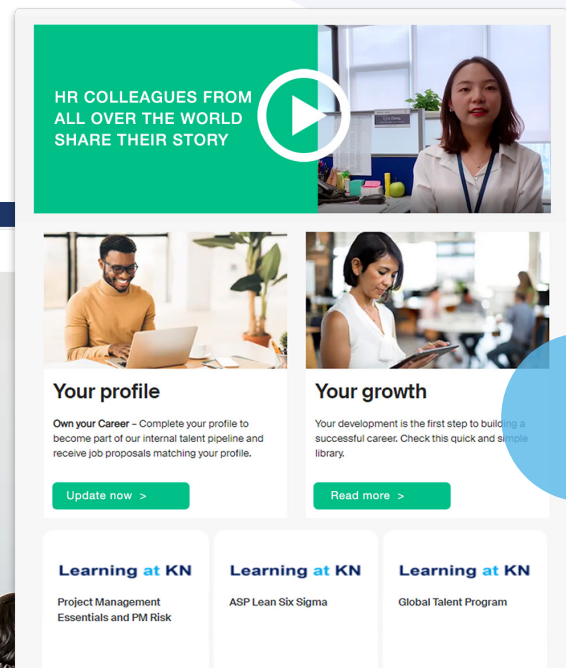
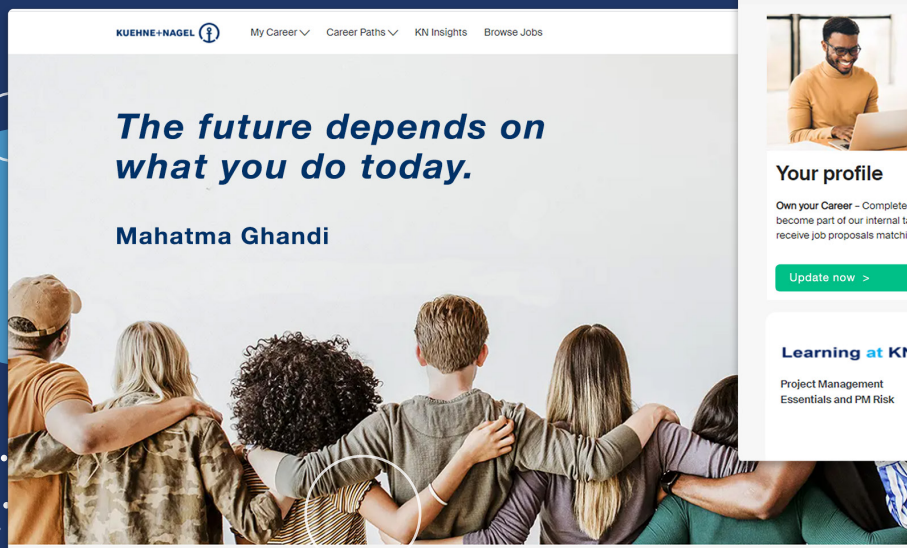
Despite the team's goal to enhance this critical aspect of the employee experience, making internal career opportunities visible company-wide and across the globe was a challenge. Their self-developed internal job page wasn't delivering the results they had hoped for, and traffic to the page across the board was lacking.

“A new internal career opportunity depended more on networking instead of transparency,” revealed Kuehne+Nagel's Claudia Harms, Global Talent Acquisition Expert.

Determined and confident they could be more proactive in increasing visibility into career development opportunities for employees, Kuehne+Nagel partnered with Phenom for a scalable, effective solution.

“Together with Phenom, we can provide a *good-looking front-end* for candidates and internal employees — and an *intelligent back-end* for recruiters. This goes hand-in-hand with our vision to provide the best experience for *all* candidates. In Phenom, we found our strategic technology partner to realize our vision.”

Sandra Aasma
Global HR Systems Expert
Kuehne+Nagel



the solution

Already a customer using **Phenom's Talent Experience Management (TXM)** platform, Kuehne+Nagel originally chose the AI talent leader because of its comprehensive approach to pain points throughout the talent journey.

"Phenom focuses on the different stakeholder experience by providing a good-looking front-end for candidates and internal employees — and an *intelligent back-end* for recruiters," Aasma shared. "This goes hand-in-hand with our vision to provide the best experience for all candidates," she continued. "In Phenom, we found our strategic technology partner to realize our vision."

Leveraging Phenom's **Employee Experience** — which supports internal mobility and a host of additional employee-centric goals— the logistics authority launched their own employee portal with goals to:

- **Increase the number of internal placements**
- **Boost employee engagement and retention**
- **Reduce time to fill**

"Our initiatives, coupled with Phenom's technology, makes internal career opportunities more tangible and transparent. This encourages our employees to make their next career move cross-functionally within Kuehne+Nagel so we don't lose them to the external market."

— Sandra Aasma





“Phenom has enabled us to introduce a new approach to internal sourcing—which builds a strong talent pipeline, offers hiring managers the best available candidates, reduces time to hire, and creates a better employee experience.”

Claudia Harms
Global Talent Acquisition Expert
Kuehne+Nagel

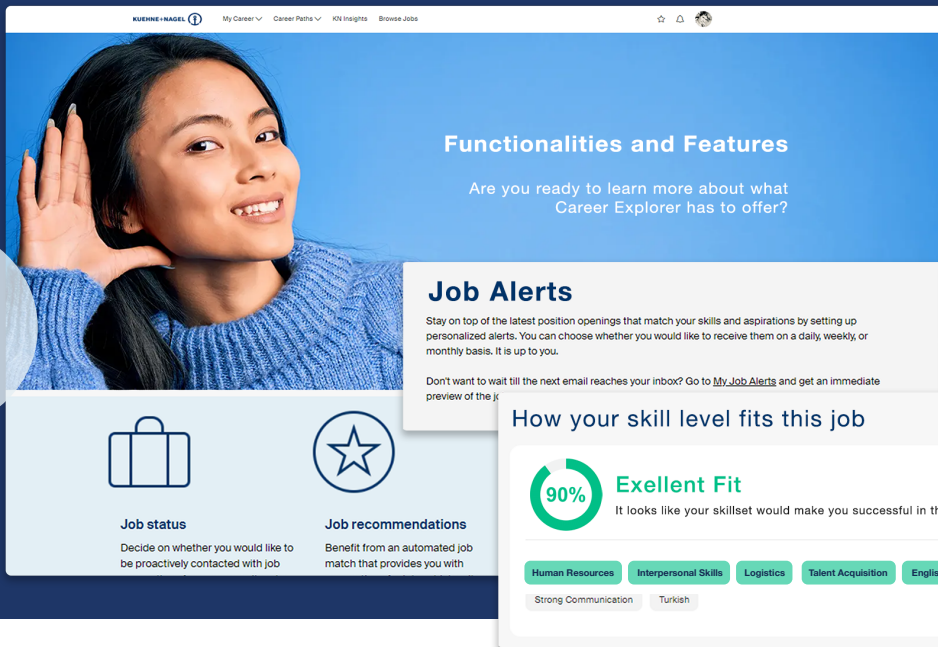
The internal talent marketplace, which they aptly named “Career Explorer”, empowers employees to do just that, without ever leaving the Kuehne+Nagel culture.

After an employee logs in, they are greeted with pre-populated employee profile information from the company’s various HR systems. The employee can then complete their profile, add additional information, and instantaneously view personalized job and learning recommendations based on their preferences. In addition, they can access pertinent content on related job opportunities, development, and more.

At the same time, recruiters can gain valuable insights that enable them to actively approach internal candidates to help their colleagues grow while filling requisitions. These insights have critical potential for leadership as they proactively evaluate talent gaps and strengths for succession and workforce planning.

“With every new tool, success hinges heavily on adoption, adaptation, and communication,” said Harms. Working together with Phenom, Kuehne+Nagel made adjustments along the way and recently relaunched Career Explorer with improved recommendations, enhanced employee profiles, as well as built-in data feeds.





the results

“Our initiatives, coupled with Phenom’s technology, make internal career opportunities more tangible and transparent. This encourages our employees to make their next career move cross-functionally within Kuehne+Nagel — so we don’t lose them to the external market,” said Aasma.

“With the help of Career Explorer, our own recruiters turn into internal head-hunters and proactively search for, pre-screen, and reach out to employees with job opportunities that could be of interest to them, before searching for external candidates,” added Harms.

Like this we are able to build a strong talent pipeline, offer hiring managers the best available candidates, reduce time to hire, and create an all-around better — even unique — employee experience.”

How do they know it’s working? The ultimate measure of success and ROI for this initiative is the ratio of internal versus external hires, revealed Aasma. In just 6 months, “Career Explorer is already a very efficient hiring source with an impressive conversion rate between the number of applications received through it and the number of hires made,” she reported.

In fact, data over the course of the last year reveals an amazing **13% conversion rate for Career Explorer-related hires**, and a **22% conversion rate for internal candidates overall** — *almost double the rate seen prior to re-launch.*

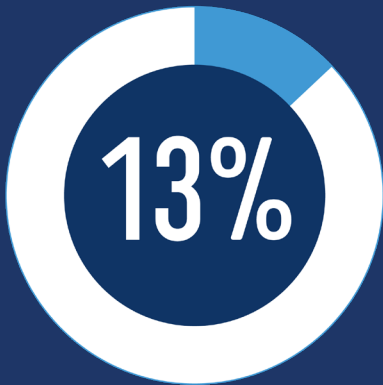
The base for this success is profile completion, Harms pointed out. With a completed profile, employees get more accurate job recommendations, which increases their likelihood of being discovered by recruiters for the right role. Because of its importance to the overall success of the program, profile completion is its own KPI, said Harms.

And although the team is well aware that long-term adoption requires a comprehensive change management protocol they’re prepared to foster, platform conveniences like **Phenom Campaigns** — that automate messages to employees — are proving instrumental in driving usage.

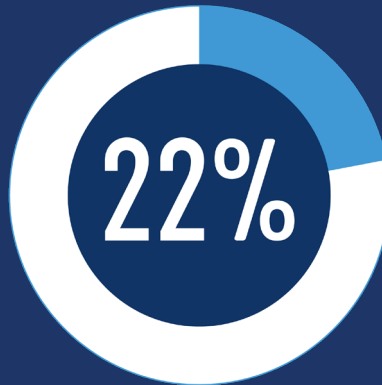
In just 2.5 months since their updated Career Explorer launched...

there were more than 3,000 new sign ups — and an employee survey revealed a 74% overall satisfaction rate of the experience. Following its initial launch 1.5 years ago, half of eligible employees have created a profile, and time to fill for internal requisitions has decreased almost 20%.

success by the numbers



conversion rate for internal
candidates sourced through
Career Explorer



conversion rate for internal
candidates overall



decrease in time to fill for
internal requisitions



Employee Satisfaction
with **Career Explorer**

74%

of employees report Career Explorer
met or exceeded their expectations

the future

Over the past few years, Kuehne+Nagel's different initiatives and investment in technology have equipped their team to build what Aasma asserts is *their most efficient, sophisticated talent acquisition ecosystem yet*.

Through Phenom, they have been able to strengthen their centralized recruitment activities per hemisphere, build an external career site and adapt it to local markets, implement a CRM — and now level up their employee experience.

In addition, she revealed the team has plans to take advantage of more available and still-in-development Phenom modules. Currently, they're looking into expanding their internal talent marketplace to enable employees to search and find relevant colleagues with the skills they need to help complete a particular task. "We see big potential value add in the future for **gigs**," Harms noted. On a larger scale, they're exploring **referrals** and an **alumni portal**, both of which support speed, volume, and quality of hire.

"Having a tangible, transparent way to show employees we want to keep and develop them is a big step ahead for us," said Harms — and it's just the start."



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— Claudia Harms




KUEHNE+NAGEL



About

Industry	Logistics
Career site	jobs.kuehne-nagel.com
Headquarters	Switzerland
Employees	78,000+
ATS	Cornerstone on demand

Phenom products

-  candidate experience
-  recruiter experience
-  employee experience

In 1890, August Kuehne and Friedrich Nagel founded a freight forwarding company in Bremen, Germany. Over the last 130 years, Kuehne+Nagel has evolved from a traditional shipping company to a global logistics partner that offers highly specialised solutions for major industries worldwide.

Today, Kuehne+Nagel is headquartered in Switzerland, with a presence all over the world. We focus our business on the most essential element: the needs of our customers.

about phenom

Phenom is a global HR technology company with a purpose to help a billion people find the right job. With an expertise in building AI-powered, scalable solutions, Phenom Talent Experience Management (TXM) personalizes and automates the talent journey for candidates, recruiters, employees and management with the Career Site, Chatbot, CRM, CMS, SMS and Email Campaigns, University Recruiting, Internal Mobility, Career Pathing, Diversity & Inclusion, Gigs, Referrals and Analytics. As a result, employers improve their talent acquisition and talent management efforts by helping candidates and employees find the right job, recruiters identify and engage the right talent, and management optimize HR strategy, process and spend. Phenom was ranked among the fastest-growing technology companies in the 2020 Deloitte Technology Fast 500, and won a regional 2020 Timmy Award for launching and optimizing HelpOneBillion.com.

Headquartered in Greater Philadelphia, Phenom has offices in India, Israel, the Netherlands, Germany and the United Kingdom with over 800 employees. More than 300 global employers rely on the Phenom TXM platform to bring recruiting velocity and create an end-to-end talent experience.



candidate experience

Match candidates to the right job with a career site featuring personalized job recommendations, an automated chatbot, and fresh content.

career site
CMS
university recruiting
chatbot



recruiter experience

Attract and nurture relationships with the right talent by evaluating insights and metrics during every touchpoint along the candidate journey.

CRM
campaigns
SMS
AI insights



employee experience

Develop your best talent with an exclusive career site that provides easy access to internal opportunities and referrals for increased talent pools.

internal mobility
career pathing
gigs
diversity



management experience

Make better data-driven decisions and drive productivity with accurate analytics and actionable insights throughout the entire talent lifecycle.

talent analytics
skill gap analysis
forecasting
succession

See the Phenom TXM platform in action

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