LinkedIn Recruiting Solutions

Case Study
Dixons Retail

DIXONS RETAIL
BRINGING LIFE TO TECHNOLOGY

Highlights

- Dixons Retail shifts to internal agency model
- Cuts agency use from 95% to 4% in three years
- Saves "millions of pounds" in recruitment fees
- Recruited 300+ people using LinkedIn for call centre, HQ and senior retail positions

Company Profile

Dixons Retail (LSE: DXNS) is Europe's largest specialist retailer and services company, operating in 26 countries with more than 1,200 stores. It is the parent company for well-known brands including Currys and PC World, Dixons Travel and KNOW-HOW, a company that provides technology help and support to consumers. The company employs around 38,000 people and reported revenues of £8 billion in 2010/11[2].

Business Situation

Three years ago, recruitment at Dixons Retail was largely a reactive, administrative function.

The team waited for vacancies to be approved, then advertised the posts or went to external recruitment agencies to fill them. It was expensive and slow to respond to the needs of the business.

As the company's business grew and evolved – for example, adding home delivery centres and an expanded support and services business model – the company's recruitment needed to change. This required a shift onto the front foot and the transformation of their recruitment function into an internal agency proactively sourcing the best possible candidates.

"When I started three years ago, we did 95% of our recruitment [for head office, contact centres and store managers] using agencies and now we're below 4%," says Bridget Hutchinson, Head of Recruitment. "Everything we do now is directly sourced. LinkedIn has been fundamental to that change. It's been brilliant."

"Everything we do now is directly sourced. LinkedIn has been fundamental to that change. It's been brilliant and it's saved us millions of pounds in agency fees."

Bridget Hutchinson
Head of Recruitment, Dixons Retail

"LinkedIn is a huge success factor for us. It enables us to be really proactive. When someone in the business is looking to recruit, we can get them a candidate profile in less than an hour."

Bridget Hutchinson, Head of Recruitment, Dixons Retail

LinkedIn solution

LinkedIn gives Dixons Retail a range of tools that help them find great staff for the company. Hutchison gives LinkedIn Recruiter pride of place. It lets her 14-person team search the whole of LinkedIn for suitable talent, even if they haven't applied for a position. It also helps to manage the recruitment process and keep track of different candidates. She says, "I wouldn't want to be without it now."

Using InMails to contact candidates directly makes it easy to approach interesting candidates and prospects. "It's about engaging talent and having a conversation," says Hutchinson. But it's important to do it right. A well-crafted InMail can make a big difference to how a candidate sees the company and the opportunity. By paying attention to these emails, Dixons Retail gets above-average response rates: around 60% compared with an industry average of around 25-30%.

Dixons Retail also uses LinkedIn to map competitors' internal structures and groups to get a sense of where potential candidates might be working. This insight helps them target appropriately-experienced hires and also get some insight into other companies' organisational design.

As well as the obvious activities like posting vacancies and creating a recruitment page, Hutchinson and her team are very active on LinkedIn Groups. It's a way of widening the talent pool and building a relationship with prospective candidates before a specific role is advertised.

Benefits

Dixons Retail's central recruitment team has hired more than 300 people using LinkedIn for senior positions in stores, their call centre and head office (other recruitment is done locally).

LinkedIn has proven particularly effective at finding 'passive candidates' who aren't actively looking for a job. It has also saved the company "millions of pounds" in agency fees. The company uses external agencies for less than 4% of it's recruitment.

"But most of all, says Hutchinson, it has been a tool for change." It has helped her team switch from a passive role to a proactive one. Thanks to LinkedIn, "we can deliver a real service to the business – the candidates it needs, when it needs them."

LinkedIn User Tips

- Be as active as possible in LinkedIn Groups
- Get the Recruiter Licence
- Give your reasons when you contact someone; don't spam
- Get your recruitment and HR team active on LinkedIn themselves
- Set up a career page for your company

Sources: [1]http://www.dixonsretail.com/dixons/en/aboutus/whoweare
[2]http://www.dixonsretail.com/dixons/dlibrary/documents/11-07-07_DixonsAnnualReport_bookmarkedforweb.pdf

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