



Good food, Good life

People + Work Connect Helps Nestlé Meet Unprecedented Demand through Increased Hiring

Problem

COVID-19 has fundamentally changed the way people live and the way they work. From day one of the pandemic, Nestlé U.S. was laser focused on delivering for their consumers and customers and ensuring that food was on store shelves and in homes.

Facing immediate, increased demand across a variety of product categories, the company realized one area that would experience major pressures from this: hiring. While many businesses were reducing staff, Nestlé faced the opposite challenge of needing to quickly hire and onboard new people.

Nestlé had to identify new sources of talent and its Human Resources team knew it would face competition from other food and drink companies as well as from other essential businesses that were experiencing increased demand as a result of the virus. The company needed a different approach to reach prospective workers and to hire them quickly.

Solution

The Nestlé HR team was focused on expanding its access to high quality talent quickly and efficiently. The pandemic created historically high unemployment rates in the U.S., in which job losses were concentrated in hard hit sectors like hospitality and retail. This created new potential talent pools for Nestlé but the challenge was how to tap into that market. The People +Work Connect platform became an important part of the company's ability to access multi-industry sources of talent and fill those hiring needs.

"Our recruiting strategy is not transactional – instead we focus on building a broad community of talent that we engage with and nurture on an ongoing basis," explained Matt Smith, Talent Acquisition Manager - Sourcing at Nestlé. "The People + Work Connect platform helped us identify potential recruits to our community quickly and has been an important element of our broader recruitment ecosystem."

Nestlé cultivated an expanded ecosystem of recruitment partners and enhanced its ability to find available talent through People + Work Connect. During the process, the team identified four core pillars for a successful collaboration:

- 1. Establish a broad talent community.** Identifying new pools of talent outside their industry led Nestlé to look more closely at functional skillsets. Rather than asking if a potential hire has performed the job in the past, Nestlé looks at whether they can do it well in the future. That mindset shift is applicable to both entry-level positions and higher-skilled roles in marketing, finance, and analytics. Through new connections made on the People + Work Connect platform, Nestlé added 600 people to its online talent community and enabled the company to fill a broad range of positions quickly.

- 2. Enable dynamic staffing capability.** One of the main challenges Nestlé has faced during the COVID-19 crisis is managing increased demand for certain products – its frozen pizza brands, for instance, have been particularly popular as consumers spend more time at home. Nestlé needed a way to quickly hire people in its factories. Increasing headcount at these facilities proved difficult because they are in locations with relatively small populations. Using a geographic search, Nestlé quickly identified furloughed workers and shared job opportunities with them. Nestlé leveraged the People + Work platform as part of its holistic sourcing strategy to fill 70 positions at a pizza processing factory in just 45 days.

- 3. Create a level playing field for recruitment as an employer brand of choice.** Nestlé is largely known with US consumers through its brands, including household names like Nespresso, San Pellegrino, Purina and Gerber. Relatively few people in the U.S. have been exposed to its corporate name. To be competitive in this job market, Nestlé leveraged promotions from People + Work Connect platform partners on their internal communications channels as one part of the company’s multifaceted employer brand strategy.

- 4. Enhance collaboration with external CHROs.** The Nestlé HR team has joined a collaborative, inclusive community of about a dozen cross-industry HR professionals as part of People + Work Connect. Through this community, they could share their experiences, approaches and ideas.

“With the help of People + Work Connect, we’re getting some phenomenal talent coming through the door, and talent that we might not historically have pursued. The ability to use the platform to search for people by either skill set or location has enhanced our ability to hire for a broad range of job types. But for me, the real value has been in helping us create a community of talent partners, one that gives us a real competitive advantage in the job market,” said John Seward, Talent Acquisition Manager at Nestlé.

In People + Work Connect, Nestlé has secured a dynamic talent capability that will help the company continue respond to today’s challenges and maximize tomorrow’s opportunities.

Learn More

Please contact peopleworkconnect@accenture.com or visit www.peopleworkconnect.accenture.com.