

Driving digital disruption for Unilever

Pioneering global selection innovation.



Background

Unilever owns over 400 brands and is one of the largest FMCG businesses in the world. They meet everyday needs for nutrition, hygiene and personal care with brands that help people feel good, look good and get more out of life.

Objectives

Unilever's Future Leaders Programme (UFLP), attracts 250,000 applications for 800 hires in 52 countries. Since millennials will make up 50% of the global workforce by 2020 (PwC) Unilever must ensure they continue to recruit the brightest talent to drive growth and shake up their already progressive organisation. They are keenly aware of the advent of the 4th industrial revolution and the critical role that digital intelligence is going to play in shaping the future. Therefore Unilever didn't just want to tweak their selection process; they wanted to radically redesign it in order to find the digital disrupters of the future who will help transform their business.

As lead architects and 'golden thread partners' we worked closely with Unilever to create a new recruitment process that is a radical departure from anything that has gone before in the future talent space. The new recruitment process is the first time any business has launched a fully digital recruitment process.

"Amberjack are true partners in disruption and contributed to the success of our new digital selection process through their innovation, creativity, and ability to deliver fantastic results."

Strategy Director to CHRO & Global HR4HR
Director, Unilever



“The new selection process is an industry first. It is engaging, immersive and innovative.”

Our Awards



**APPRENTICESHIPS
4 ENGLAND
Gold Award Winner**

Solution

We started with Job Analysis interviews with more than 250 global stakeholders to define the behaviours and characteristics required for future leaders. These were mapped to existing Unilever frameworks to ensure alignment between internal talent and external selection.

The new selection process is an industry first. It is engaging, immersive and innovative. It's mobile-enabled and flexible, allowing candidates to complete tasks in their own time and benefit from constant feedback. The highly effective digital process of short application forms, profile assessments, video interviews, and discovery centres engages millennials like no process ever before. These interactions align candidates more strongly to the process and positively reinforce how they feel about Unilever on an emotional level. Uniquely candidates are assessed by Artificial Intelligence (AI) that removes human bias and more accurately identifies ideal candidates.

The result is the most disruptive and pioneering selection process in the early careers space that means where Unilever has led others will have no choice but to follow.

Results

The new Millennial-friendly approach delivers world-class results. Every step of the new process is measured allowing for constant process optimisation and pipeline clarity. The combination of the Future-Focused design combined with innovative technology makes it the most cutting-edge and inclusive recruitment process to date

- Time-to-hire less than 14 days even 1-2 days against market av. of 60 days.
- Less than 9% application incompleteness rate compared to 50% before.
- Positive feedback from 87% of candidates.
- Screening time reduced by 75% saving 50,000 hours.
- Improved offer rate acceptance of 80% (up 20%).
- Cost savings of more than £1 million per year.