

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

Building an intelligent talent marketplace 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 Manager at Kuehne+Nagel. "We want to empower and enable our employees to take charge of their own careers."

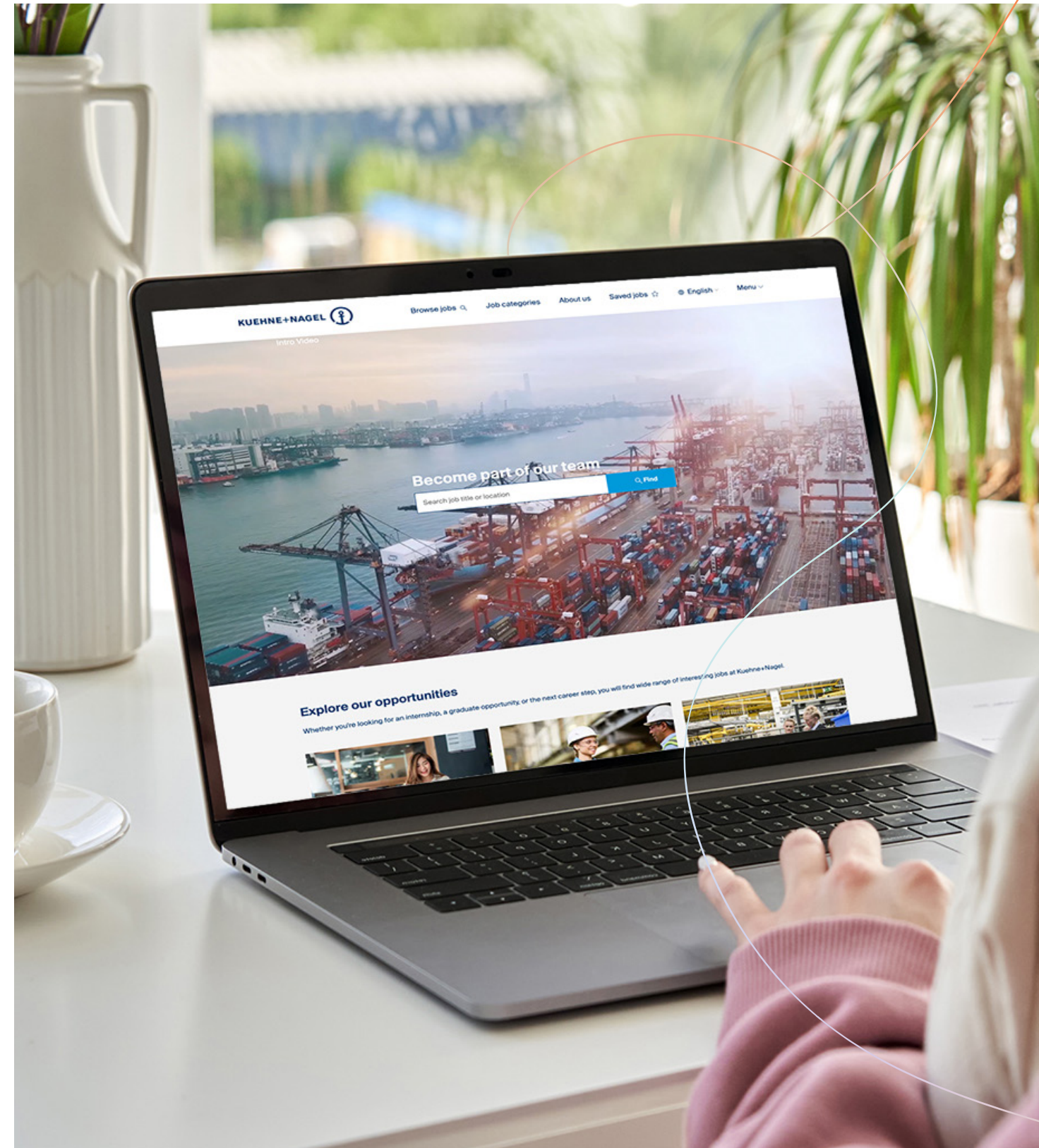
Despite the team's goal to enhance this critical aspect of the employee experience, making internal career opportunities visible company-wide and across the globe was a challenge. Their self-developed internal job page wasn't delivering the results they had hoped for, and traffic to the page across the 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 Manager
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 Employee Experience** — which supports internal mobility and a host of additional employee-centric goals — the logistics authority launched their own internal talent marketplace with goals to:

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

The **Phenom Talent Marketplace**, which they aptly named “Career Explorer”, empowers employees to do just that, without ever leaving the Kuehne+Nagel culture.

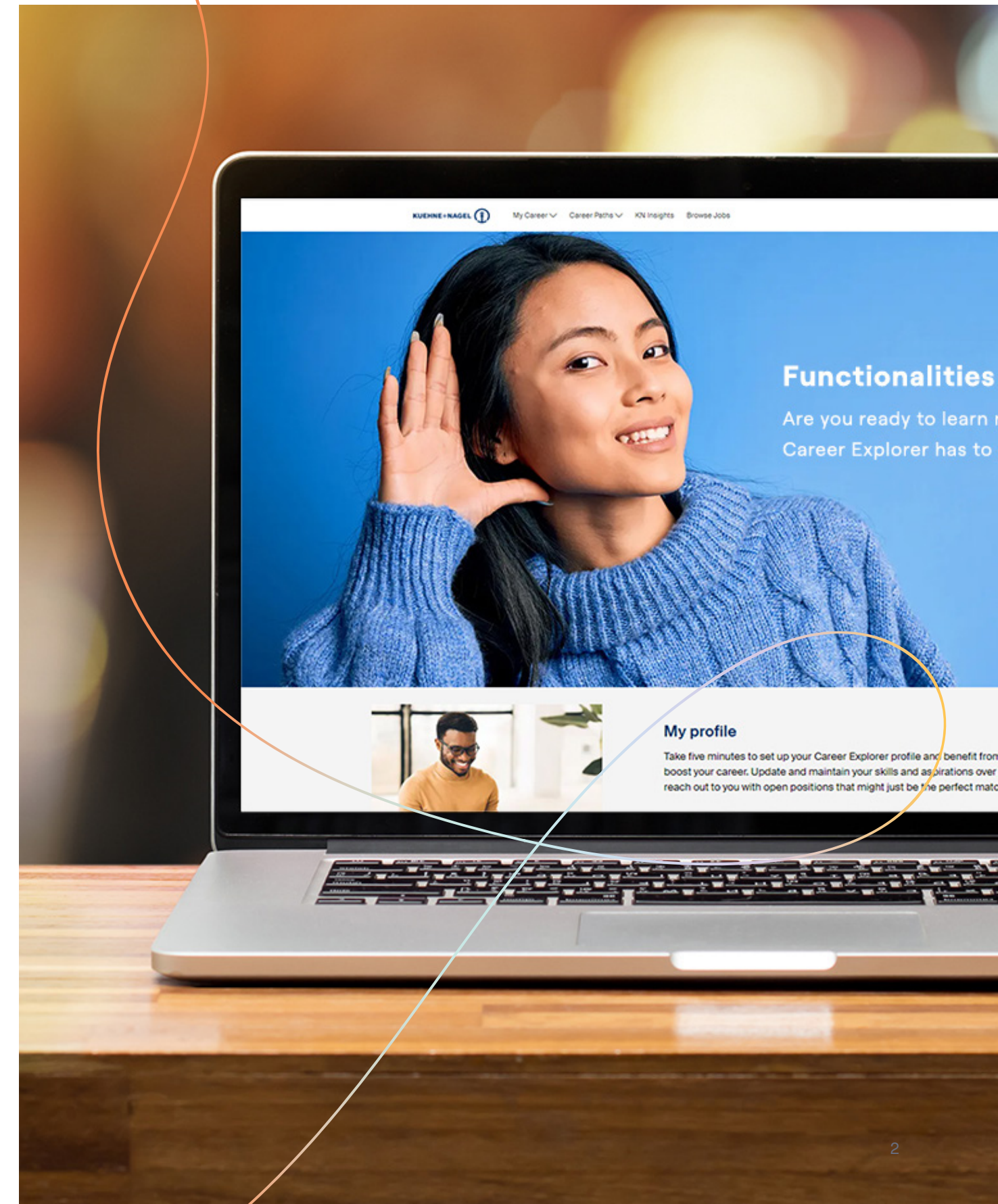
After an employee logs in, they are greeted with pre-populated employee profile information from the company’s various HR systems. The employee can then complete their profile, add additional information, and instantaneously view personalized job and learning recommendations based on their preferences.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

“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





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 a **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*.

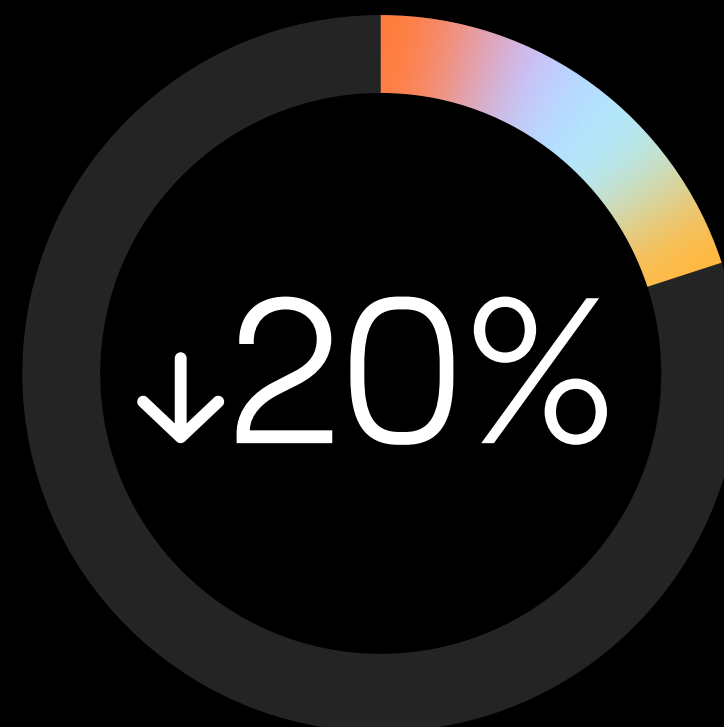
The base for this success is profile completion, Harms pointed out. With a completed profile, employees get more accurate job recommendations, which increases their likelihood of

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.

Success by the Numbers

In just 2.5 months:



Decrease in time to fill for
internal requisitions

2X

Higher conversion rate for
internal candidates overall

74%

Employee satisfaction rate
with Career Explorer



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 products.

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 **Phenom Gigs**," Harms noted. On a larger scale, they're exploring **Phenom 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."

"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 HR Systems Manager
Kuehne+Nagel



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.

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



See the Phenom Intelligent Talent Experience platform in action

Book a demo

Candidate Experience

Best-fit candidates find and choose you faster. Attract job seekers and broaden talent pools with personalized job recommendations and an intelligent career site.

Recruiter Experience

Recruiters become wildly productive. Discover and engage top talent with AI, put tedious tasks on autopilot, and maximize your team's ability to streamline workflows.

HR Experience

HR leaders align employee development with company goals through an intelligent workforce planning solution that allows them to identify skill and competency gaps, manage career frameworks, and identify DE&I opportunities.

Employee Experience

Employees develop their skills and evolve their careers. Upskill, evolve, and retain your workforce with intelligence and personalized opportunities.

Manager Experience

Managers build stronger-performing teams with real-time analytics, insights, and collaboration tools.

HRIS Experience

HRIS teams seamlessly integrate with your HR tech stack — including ATS, HCM, and LMS tools — to create a holistic infrastructure.

Helping a billion people find the right job.

Phenom has a purpose of helping a billion people find the right job. Through AI-powered talent experiences, employers are using Phenom to hire employees faster, develop them to their full potential, and retain them longer. The Phenom Intelligent Talent Experience platform seamlessly connects candidates, employees, recruiters, hiring managers, HR, and HRIS — empowering over 500 diverse and global enterprises with innovative products including Phenom Career Site, Chatbot, CMS, CRM, AI Scheduling, Video Assessments, Campaigns, University Recruiting, Talent Marketplace, Career Pathing, Gigs, Mentoring, and Referrals.

