

Alcatel-Lucent



Alcatel-Lucent is a market leader in the Fixed & Mobile Telecommunication sector. Following years of decline and a reduction in market share, a new CEO has been hired to turn around this previously successful organisation. On arrival, he immediately put into place his 'Shift Plan', a key component of which was to hire 100 new commercially minded executives. The aim of this was to refresh the Sales force, and help bring new ideas and methodologies into the organisation, in order to take the company forward.

Website: www.alcatel-lucent.com

The situation

Following the merger between Alcatel and Lucent Technologies in 2006, the newly formed Alcatel-Lucent put in place plans to revolutionise the whole business, and focus on only the best technologies moving forward.

In mid-2013, Alcatel-Lucent appointed a new global CEO, Michel Coombes. He was hired with the strategic brief to mould Alcatel-Lucent into the major player it should have been over the previous six years. In order to achieve this, he put in place the 'Shift Plan'. This strategy was centred on streamlining the organisation's R&D spend over its primary areas of strength – Core IP and Ultra Wireless Broadband – with a view to evolving Alcatel-Lucent from a generalist mobility vendor to a recognised specialist in these two fields.

Emerald Technology was one of four recruitment agencies tendering for Alcatel-Lucent's 'Spring Refresh' in July 2013. For this project, which ran alongside the 'Shift Plan', the company sought to make 100 new hires across EMEA, with the objective of refreshing and re-energising the sales team. Alcatel-Lucent hoped that by bringing market-leading talent into the business, it would be able to re-position itself in a number of key customers.

A successful tendering process resulted in Alcatel-Lucent electing to use Emerald Technology as their sole recruitment partner across EMEA for the initial 100 hires. These highly strategic roles ranged from Key Account Managers, right up to Country Leaders for some of Alcatel-Lucent's most hotly targeted regions.

Alcatel-Lucent chose Emerald as a result of our extensive knowledge of the Telecommunications space, as well as our specialisation in customer touch talent, our developed and thorough search methodology, and our market mapping capabilities. They were particularly impressed by our previous experience providing similar services to organisations such as Juniper Networks, with whom we placed approximately 150 individuals across EMEA.

The solution

To ensure efficient fulfilment of Alcatel-Lucent's hiring requirements, we dedicated a specialist team to the Managed Service consisting of Researchers and Consultants that would focus on specific areas of need.

"Emerald was chosen to deliver a number of key, strategic hires for Alcatel-Lucent across Europe, the Middle East and Africa. ALU chose Emerald because of their specialisation within the communications marketplace, combined with their knowledge and experience of hiring across this region. The team at Emerald were quickly able to establish a target list of organisations and individuals, and were able to make the hires in a short timescale.

Alcatel-Lucent continues to partner with Emerald to build the region and I would strongly recommend them for any key hires."

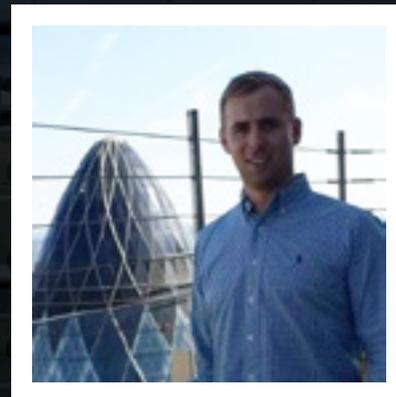
We took the time to develop an in-depth understanding of Alcatel-Lucent's 'Shift Plan' and value proposition, so that we could present opportunities to prospective candidates in the most effective and attractive way possible.

With a comprehensive understanding of Alcatel-Lucent's plans and organisation, we immediately knew which businesses to target for the top 10% of talent required. We thoroughly mapped the customer touch teams within these companies, in order to fully understand the approach that would be required, and ensure that no relevant candidate was missed from the search.

From ascertaining the ideal match for each position and making confidential approaches to potential candidates, to organising interview processes, setting package expectations, and even post-placement follow-up; the Emerald team took ownership of the entire hiring process. This ensured that for each position, the very best talent could be identified, secured, and seamlessly integrated into the Alcatel-Lucent team.

The results

The Shift Plan is currently a global success, and over 100 hires made as a result of Emerald Technology's work have made a huge contribution to this. Due to consistently excellent performance, our remit has since been expanded to cover additional hires for various business units globally, and we continue to work as Alcatel-Lucent's exclusive recruitment partner in this territory.



James Herriotts
Recruitment Director - EMEA & APAC