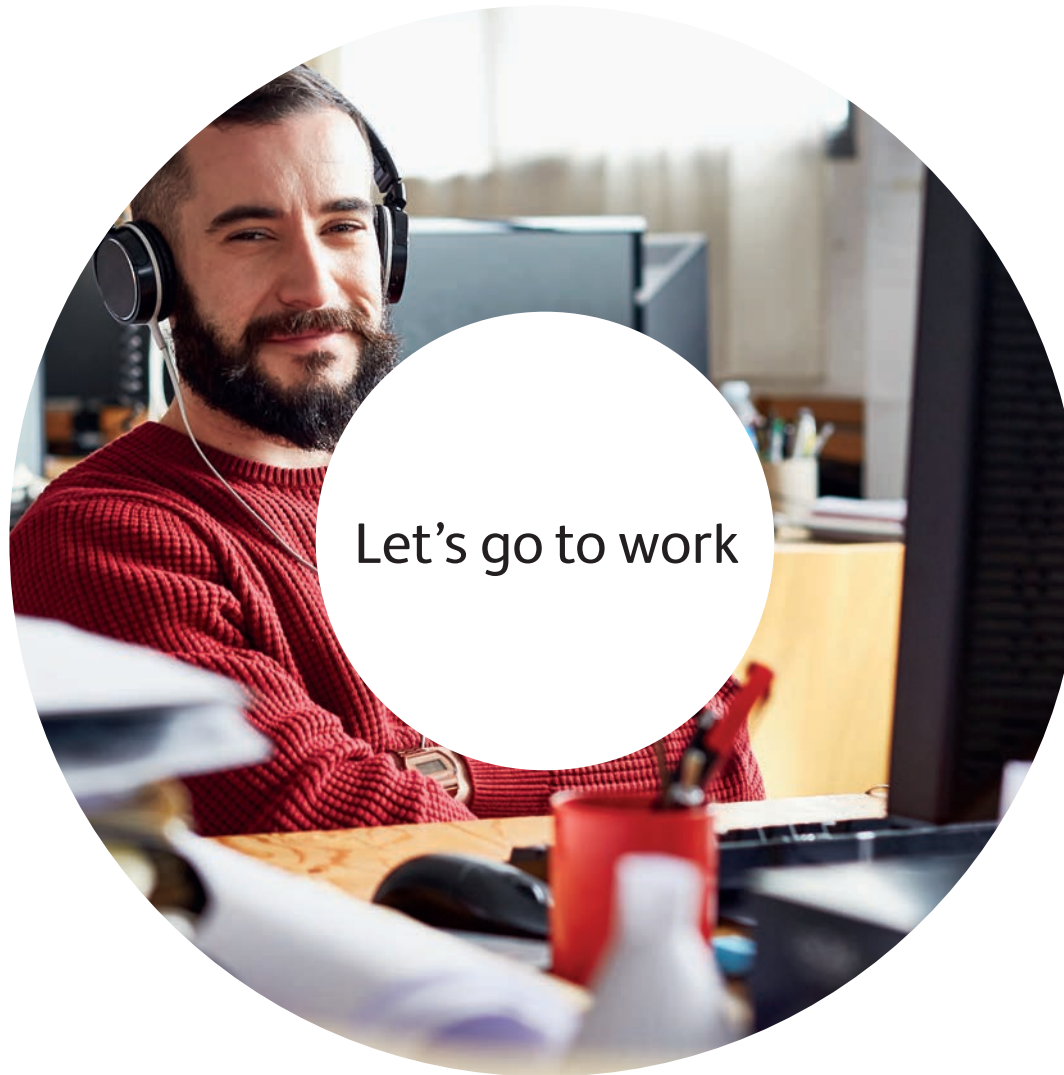




Omobono

The Business
Agency



Let's go to work

Johnson & Johnson
Marketing Excellence Awards

10 February 2017



Executive Summary

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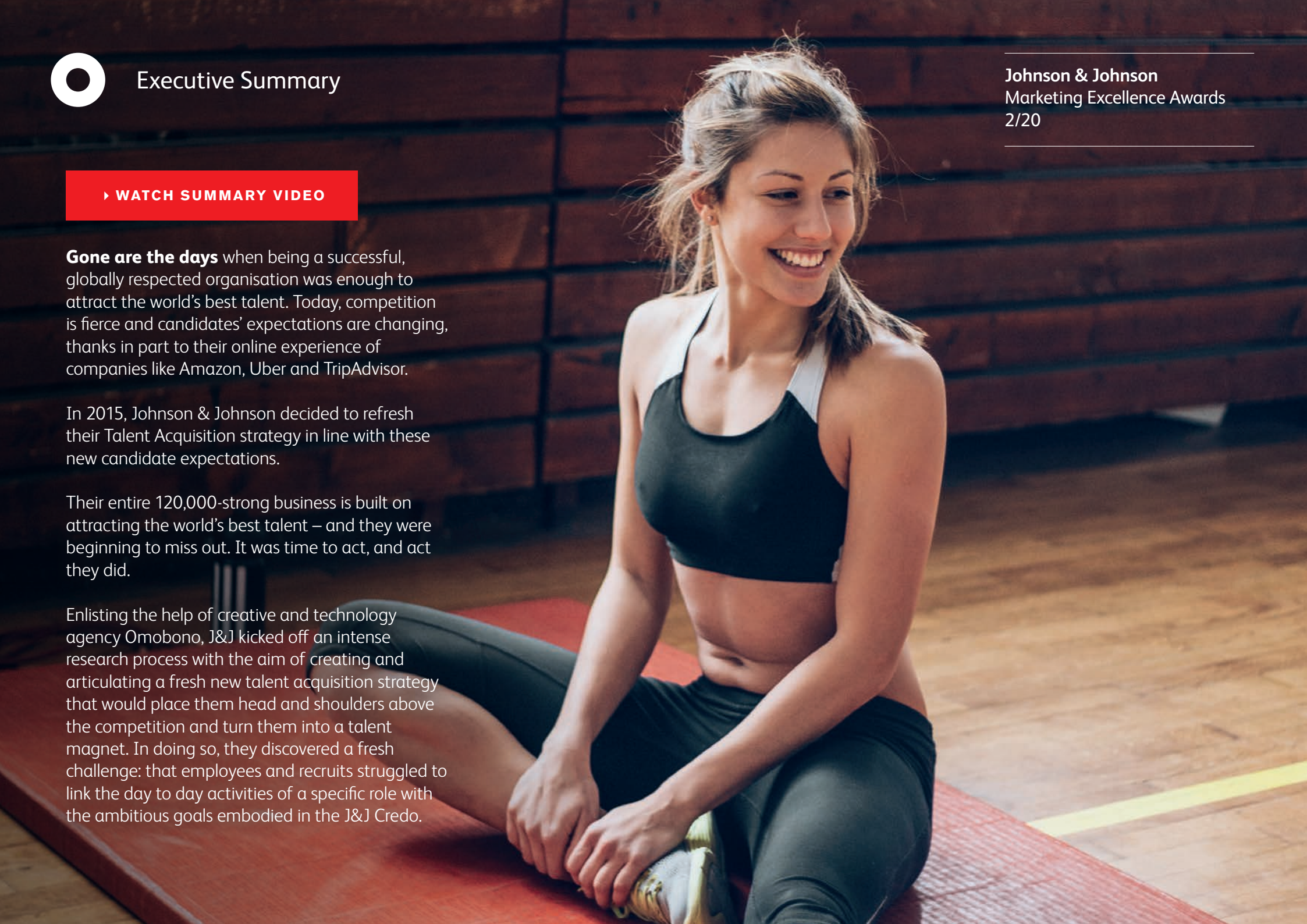
► WATCH SUMMARY VIDEO

Gone are the days when being a successful, globally respected organisation was enough to attract the world's best talent. Today, competition is fierce and candidates' expectations are changing, thanks in part to their online experience of companies like Amazon, Uber and TripAdvisor.

In 2015, Johnson & Johnson decided to refresh their Talent Acquisition strategy in line with these new candidate expectations.

Their entire 120,000-strong business is built on attracting the world's best talent – and they were beginning to miss out. It was time to act, and act they did.

Enlisting the help of creative and technology agency Omobono, J&J kicked off an intense research process with the aim of creating and articulating a fresh new talent acquisition strategy that would place them head and shoulders above the competition and turn them into a talent magnet. In doing so, they discovered a fresh challenge: that employees and recruits struggled to link the day to day activities of a specific role with the ambitious goals embodied in the J&J Credo.





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Armed with this crucial insight, Omobono and J&J set about reshaping the messaging, user experience and communications they used to convey the importance of the role everyone plays at J&J, starting with aligning the global TA team of 480 to a cohesive vision. First activated in an Employee Referral Campaign, J&J has already seen that improvements in both creative and technical areas have delivered impressive results – and fast.

184% increase
in referrals in first
3 months

17.2% of total
global hires



The complex landscape of talent acquisition

How hard can it be for a 130-year-old brand like Johnson & Johnson to attract fresh talent? It operates 260 companies globally, owns the world's largest medical device business and an even bigger pharmaceutical business – plus, its consumer products division is a roll-call of household names: Neutrogena, Acuvue, Tylenol, Lysterine...

It's easy to assume a global company this big and well-known would be a natural talent magnet. The truth is more complex.

The challenge

The talent acquisition (TA) landscape has changed dramatically in recent years.

Interacting with services like Amazon, Uber and TripAdvisor has changed the way candidates search for jobs. Their expectations have also changed, and with an exponential growth in emerging markets, competition for these candidates is fiercer than ever.

In this environment, it's not enough to be a big, established company anymore. To attract today's best talent, you've got to break the mould and raise your game.

And that's exactly what J&J did.





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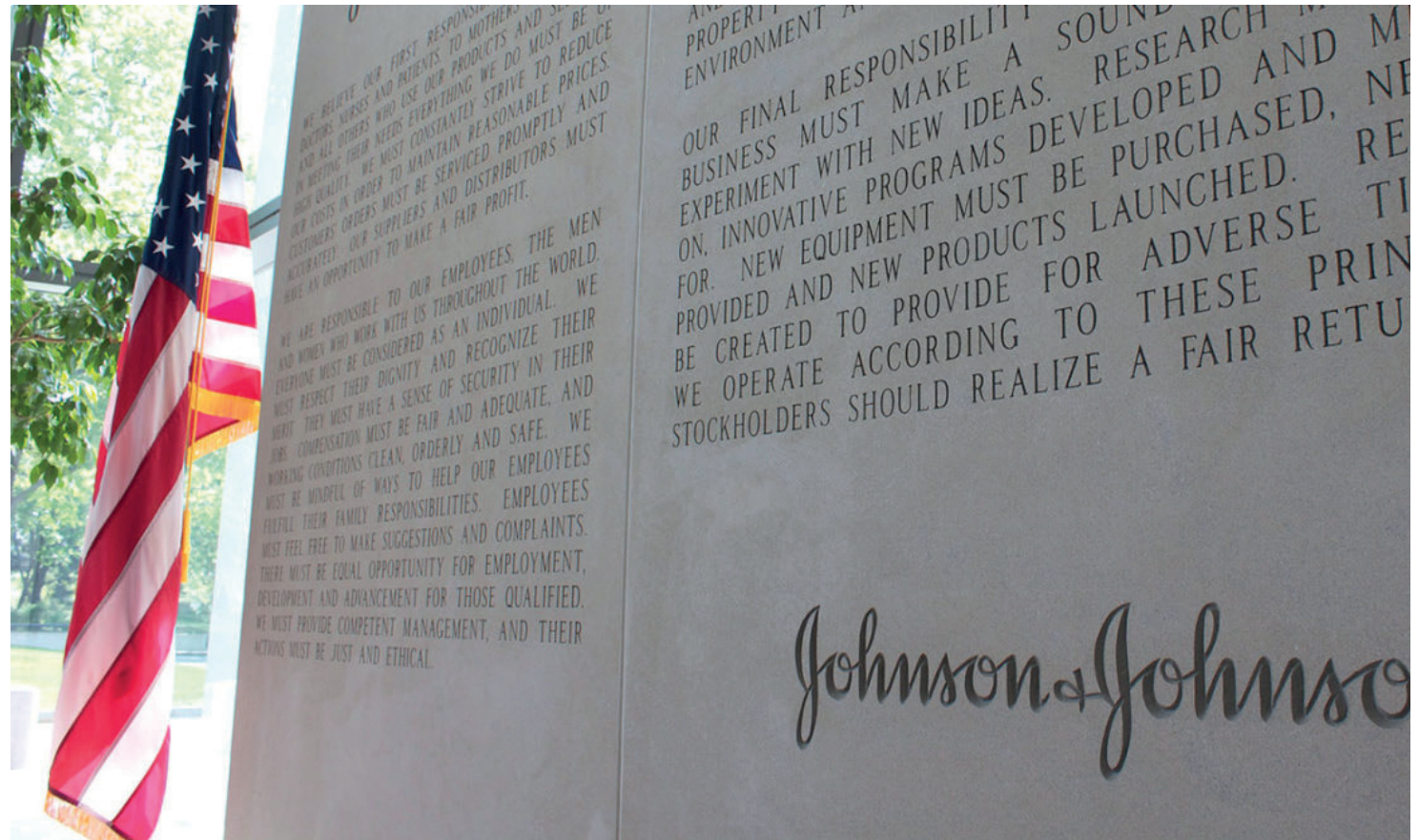
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Embracing the new

In 2015, J&J knew it was time to make changes, starting with a fresh new talent acquisition strategy that would set them apart.

They began by enlisting the help of creative and technology agency, Omobono, to help define and articulate a clear strategic framework with key goals and objectives. Together we agreed it was key to create a compelling narrative that both the 480-strong TA team and top level management could understand, feel inspired by and follow.

We began as any project should – by doing our homework.





Gaining insights

We launched a series of research exercises to find insights that would inform the overarching TA strategy:

1. Evaluating audience and markets

To gain a deep understanding of J&J talent competitors, candidates' experience and expectations, J&J conducted:

- 11 qualitative interviews with 11 global VPs of Talent Acquisition
- Quantitative analysis of 10,000 J&J applicants
- Qualitative research through seven focus groups with prospective candidates

2. Strategy camps

The J&J TA team carried out comprehensive internal assessments over two week increments, with the aim of creating new, audience-centric, differentiated strategies. Six capability-specific Strategy Camps were conducted in 2015 covering Early Talent, Talent Attraction, Executive Talent Acquisition, Digital, Reporting and Diversity & Inclusion. Omobono then edited the outcomes into short four-page whitepapers which they shared with J&J's business leaders.

3. Identifying cultural & brand cues

J&J is a values-driven organisation with a culture built around their central Credo, and we needed to communicate this to potential new hires. We worked together to develop the following tiers of brand and cultural cues:

J&J BRAND & CULTURAL CUES

TIER ONE: PURPOSE

THE BUSINESS OF CARING

POWER OF J&J

CURING THE INCURABLE

LIFEBLOOD OF INNOVATION

TIER TWO: MODUS OPERANDI

STUDENT OF THE WORK

LEADING THE J&J WAY

RESPECT & DIGNITY

IT'S ABOUT THE HOW,
NOT JUST THE WHAT

A TIME OF
TRANSFORMATIONAL
THINKING

THE J&J FAMILY

CARING FOR THE BUSINESS

COMMUNITY-MINDED,
DOING GOOD

TIER THREE: EXPRESSION

WALKING THE SQUARE

OPEN & TRANSPARENT

J&J KIND

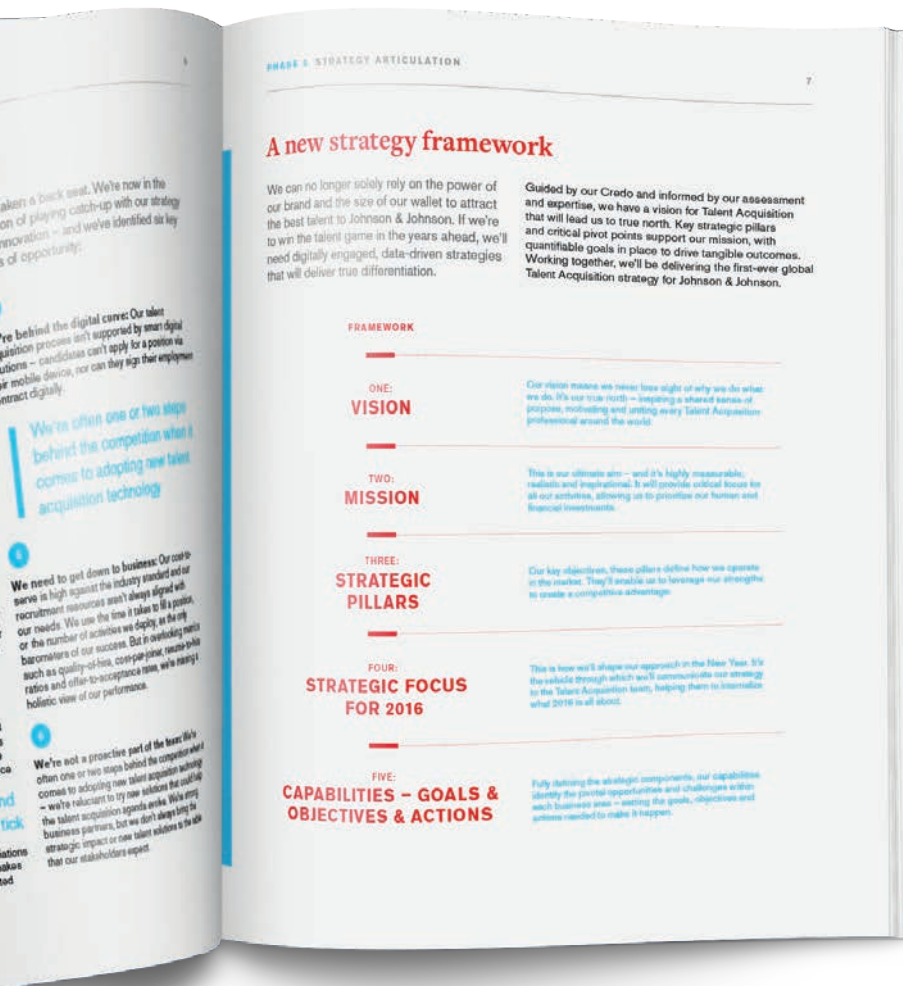
THE END CUSTOMERS
COME FIRST

SPEAK UP



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Out of all this research, one key insight stood out

J&J is hugely aspirational, with lofty goals such as curing cancer and Alzheimer's in the next 20 years. But while many employees feel a personal connection, they don't relate these goals to their day-to-day tasks.

We needed to find a way to link J&J's ambitions with every job, action and employee. But how?

Putting the insights into practice

We knew that any new strategy had to have the buy-in of the TA team itself. So, armed with the insights we'd gleaned from our research, we developed a **strategy framework** (left) that spoke directly to the TA team. Its core purpose was to align the team around a central vision that would also apply to their own specialities and regions. It also gave tangible goals and objectives on a high level for each capability, so the team could align on their collective priorities.



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Making the connection

What about the key insight that we needed to connect J&J's lofty goals with the everyday roles of each employee? We answered this with the development of a new tagline, 'One person closer'.

It also featured in the **TA vision statement** (right) which ticked several boxes for J&J:

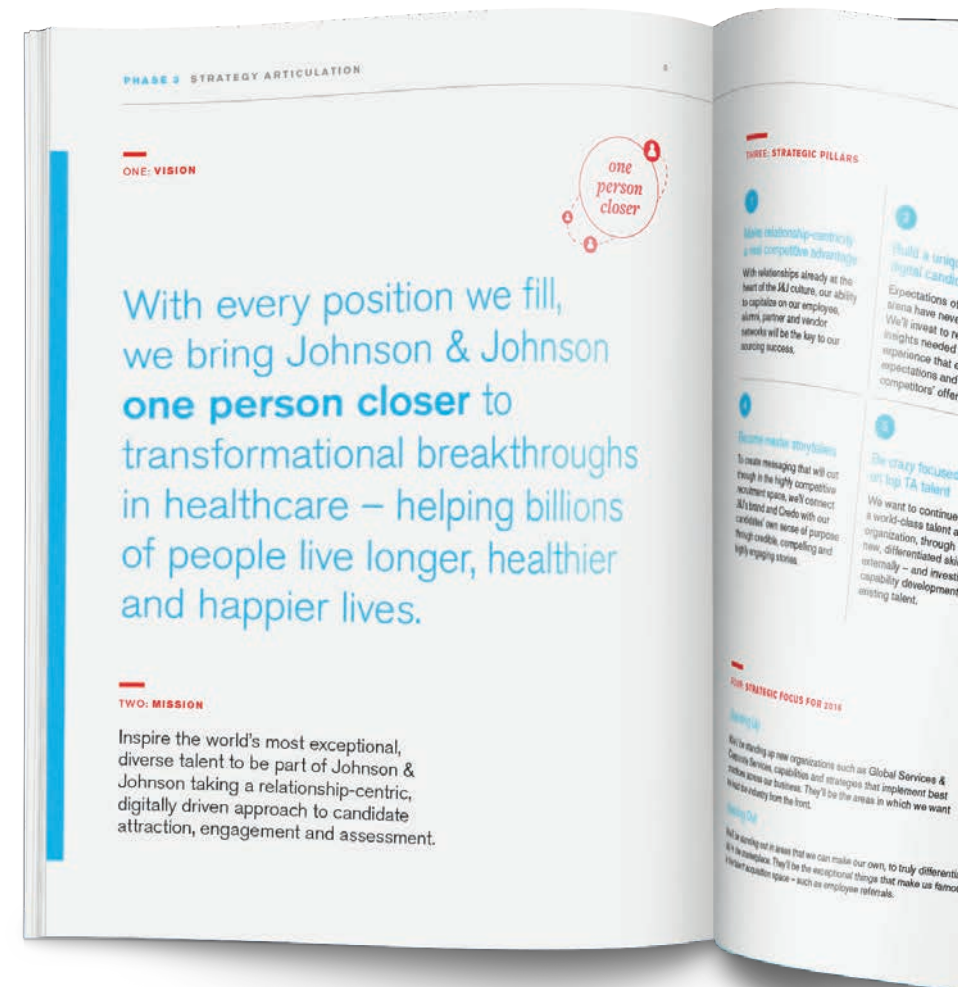
- It aligned with the brand and cultural cues we developed
- It tied directly to J&J's Credo
- It reflected a fresher, simpler visual style and tone of voice for the TA team

The big launch

J&J launched the new TA strategy in January, 2016 with a 'town hall' event for the entire global TA team. To support the launch, we:

- Developed a landing page and video introducing the vision, mission and strategic pillars
- Created a 12-page whitepaper with a more comprehensive breakdown of the strategy and underlying research
- Developed workshop materials that would allow global teams to tailor the strategy to their regional requirements and objectives.

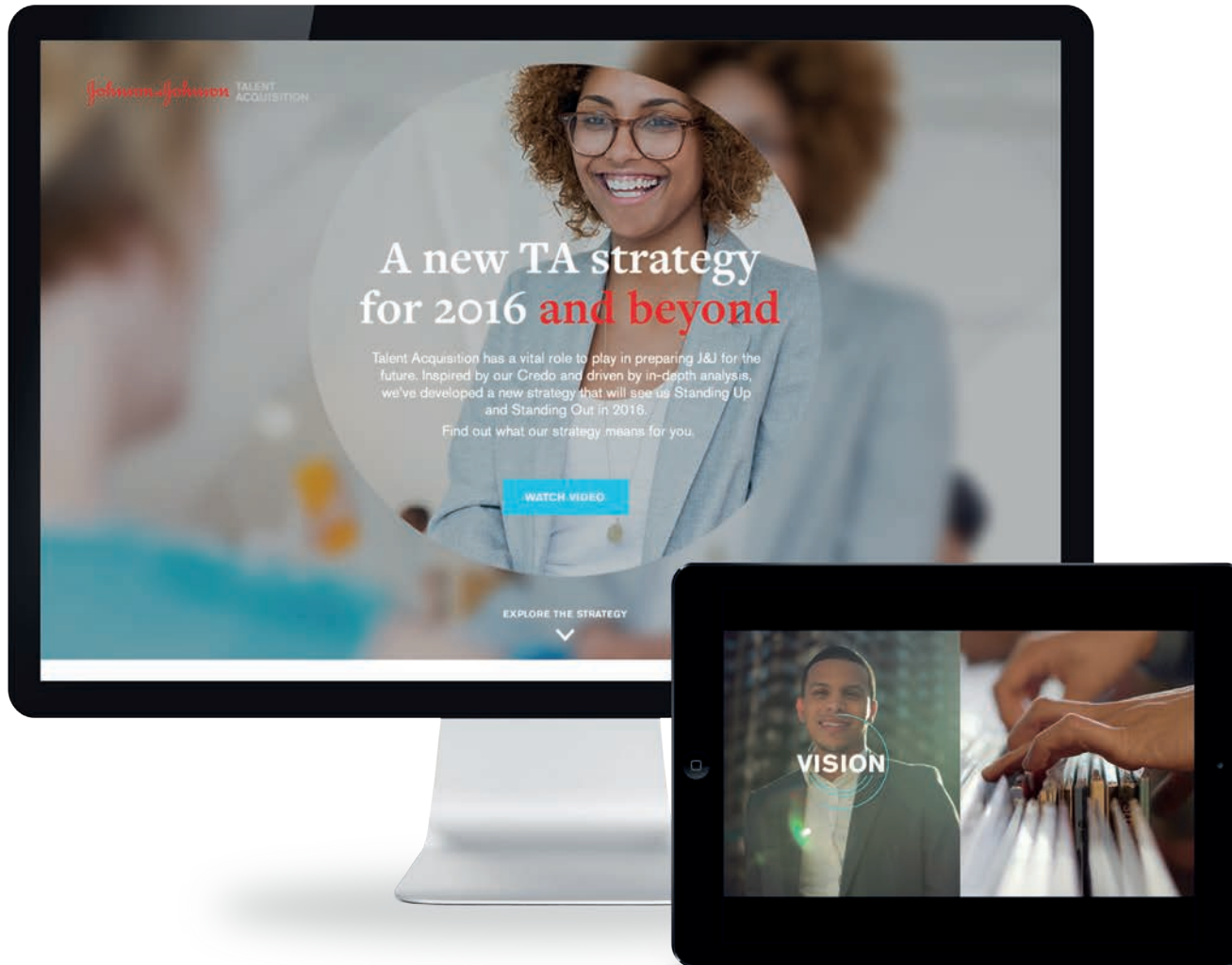
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► WATCH VIDEO

So, how did the launch go?

Feedback was extremely positive, with members of the TA team commenting:

- The framework had a very clear structure, unlike anything they had seen
- Because of the framework, the strategy now made sense
- The vision was very inspiring and everyone felt passionate about the strategic pillars
- The manifesto was exactly what the team had been missing, as it showed them how to live the strategy

With the strategy successfully launched, it was time to start setting it in motion.

“People were amazed with the whitepaper and landing page, and loved how we’ve crafted the message. I think we’ve hit a home run with this work. This truly has been a team effort and I would never have been able to pull this off by myself.”

SJOERD GEHRING
VP TALENT ACQUISITION, JOHNSON & JOHNSON



Developing the Employee Referral Program

One of the key TA strategy goals was to increase employee referrals from 8% to 15% by the end of 2016, which meant the existing employee referral program (ERP) needed a complete overhaul.

ERP rewards employees for referring contacts. It's a critical tool in the search for talent, but J&J's existing ERP wasn't performing. The design and usability of the platform just wasn't engaging enough, so awareness of the ERP was very low in 2015. J&J needed to find a way to appeal to employees globally, while staying true to their central Credo and culture.

We set about meeting that target and more by completing the following by April 2016:

- Developing a new strategy, positioning, messaging framework and visual identity
- Designing a new ERP website, overhauling the user experience and introducing automated emails
- Developing global launch and educational campaign assets.



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Crafting the right visuals

The visual identity we developed centres around human imagery of the end users that benefit from J&J's products, medication and devices. Our **chosen photography** (right) features people with disabilities, which broke new ground and demonstrated J&J's life-changing goals in a powerful, emotive way.





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Hitting the right message

We wanted to create a campaign that would push boundaries, make a big impact and drive home the ‘one person closer’ message for recruitment. Using it as a basis, we adapted **messaging** (right) for the three core business areas at J&J.

The emotive photography combined with strong typography to create a campaign that tied into the Credo – and J&J’s impact on patients around the world.

Help us get
| one person closer |
to improving lives

Global

Help us get
| one scientist closer |
to breakthrough
treatments

Pharmaceuticals

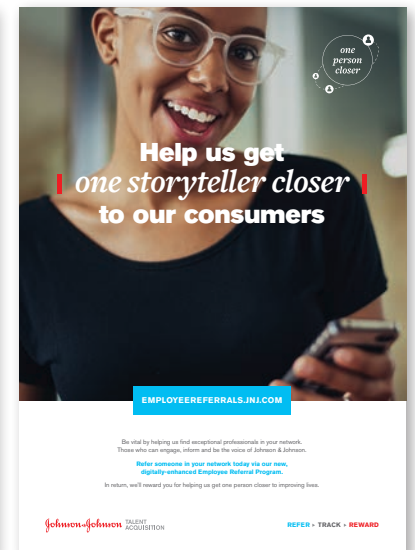
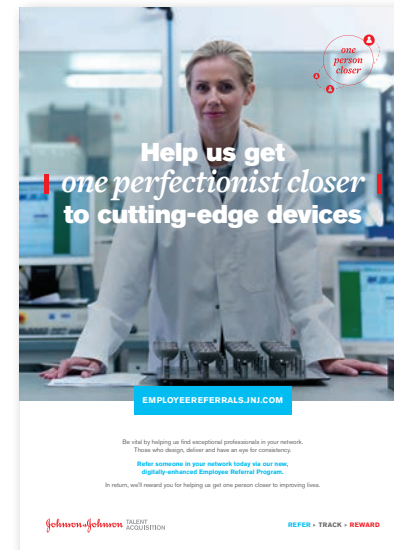
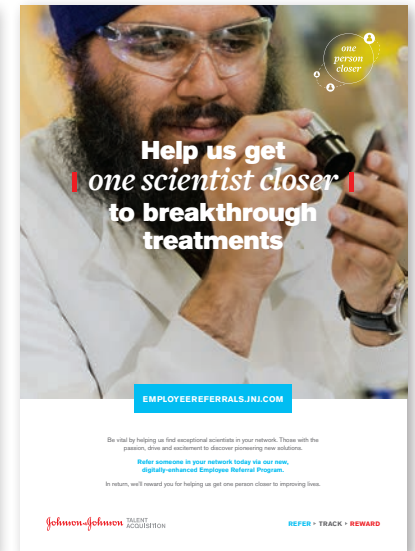
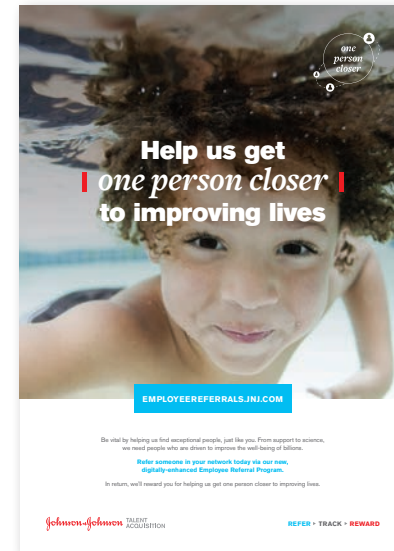
Help us get
| one perfectionist closer |
to cutting-edge devices

Medical Devices

Help us get
| one storyteller closer |
to our consumers

Consumer Products

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The impact

J&J had never delivered a visual style like this before – and it paid off. Widely applauded within the organisation, the campaign was held up as an example of progressive communication. To our knowledge this approach is an industry first for internal communications.

“The visual style established for ERP is widely regarded as the most diverse initiative for internal audiences in J&J’s history.”



SJOERD GEHRING
VP TALENT ACQUISITION, JOHNSON & JOHNSON





Submission

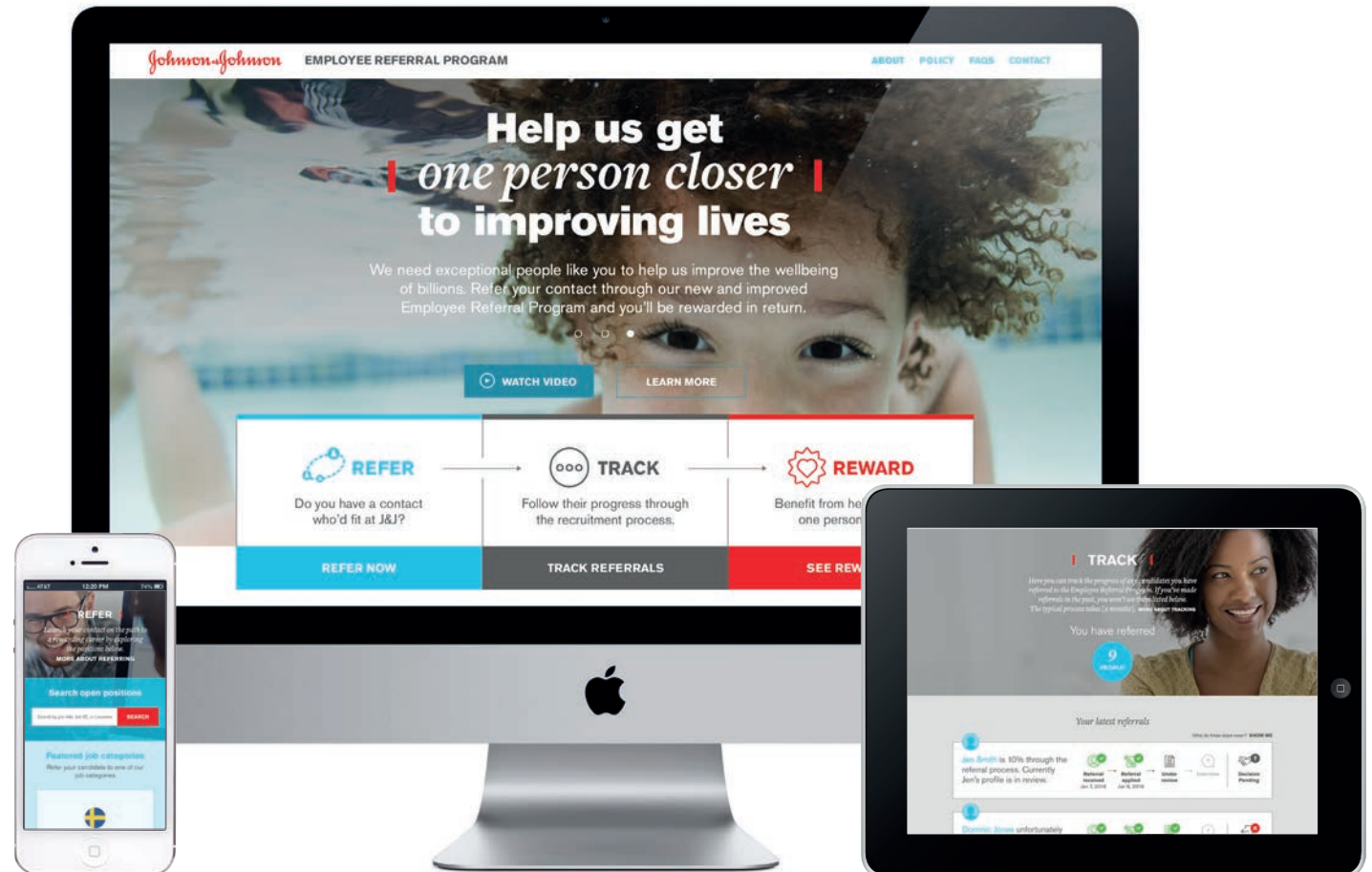
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Making the referral process easy

We knew it wasn't enough to simply create strong messaging – we had to overhaul the UX and design in a new ERP website, and make referrals easy and hassle-free.

We designed an intuitive new ERP website based around a simple three step process, Refer – Track – Reward, and rolled this out campaign-wide.

The job search function took prominence on the homepage, and we optimised the site to work seamlessly across mobile. Employees could search for jobs and refer as before – but they could now also track progress and calculate the potential rewards for referring candidates to specific roles.





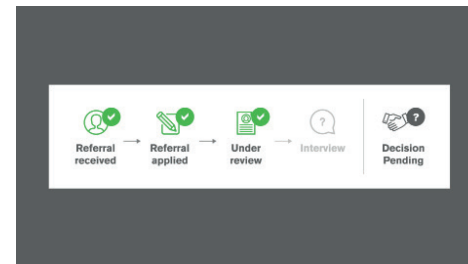
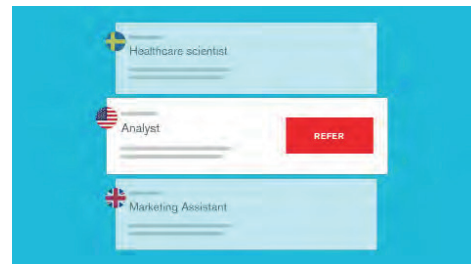
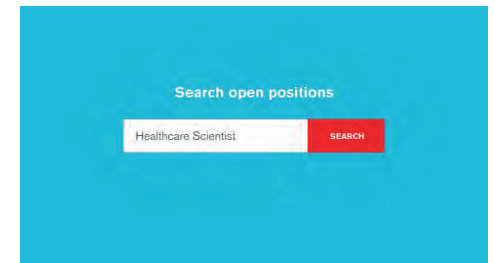
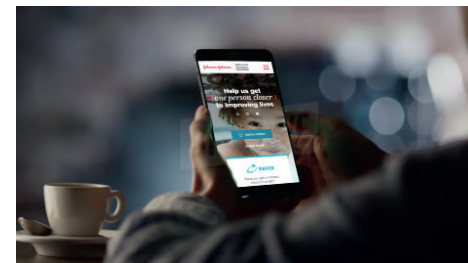
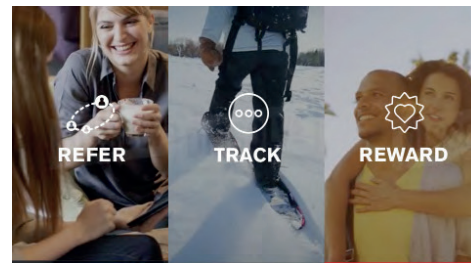
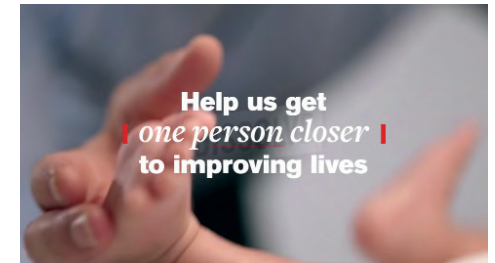
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Video – simple and powerful

We created a short, emotive sequence for the ERP website's hero panel – to inspire action as well as to educate employees about how to refer. An animated product demo explained the process.

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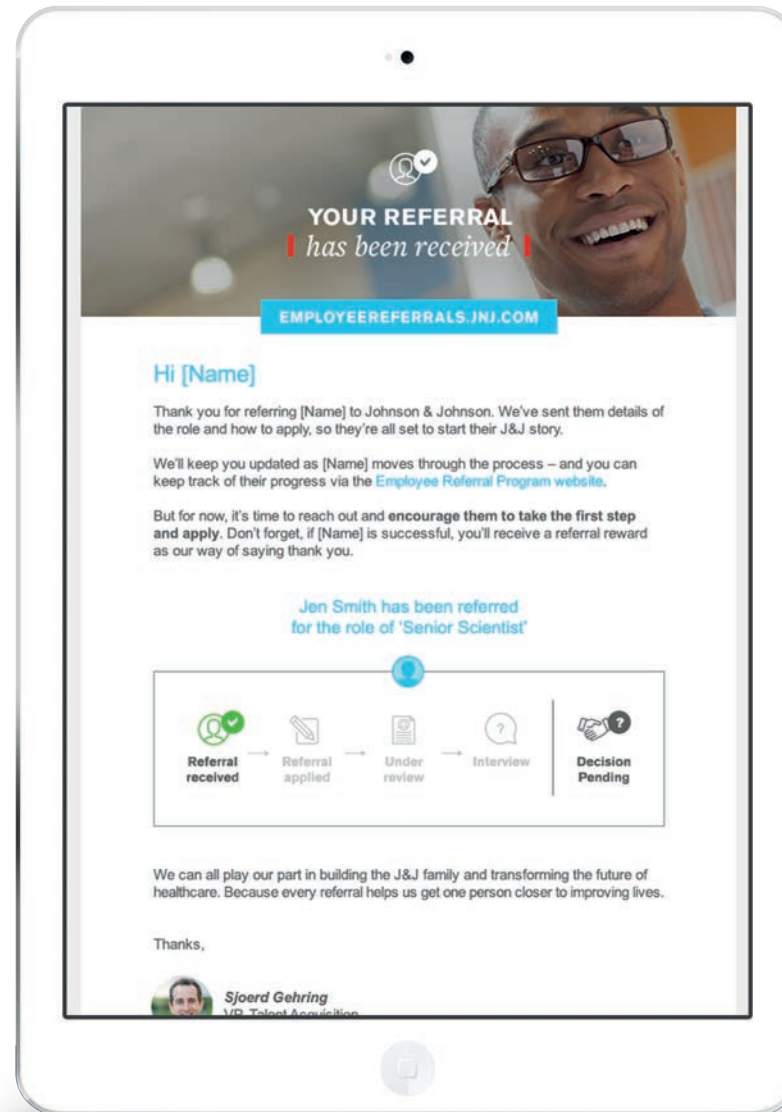
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Keeping referrers engaged in the process

To give referrers updates on their candidate's progress through the application stages, we mapped out when best to update them and developed a suite of automated emails. The emails also included prompts for employees to reach out to their candidates, as well as refer again.

This increased the transparency of the system and kept employees engaged in the process.





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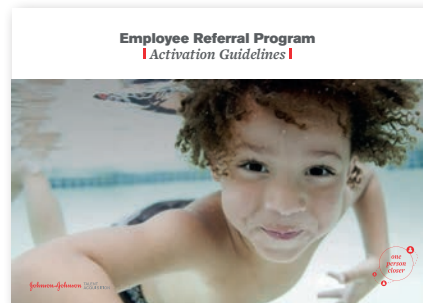
Global launch assets

Our work had to engage employees across multiple J&J environments and locations. So we created the following launch assets in 10+ languages:

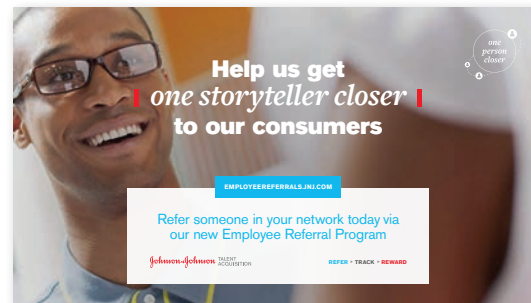
- 60+ poster variations
- 6 pull-up banners
- 3x LinkedIn ads
- Cup sleeves
- Window and table clings
- FAQs PPT
- Programme activation guidelines



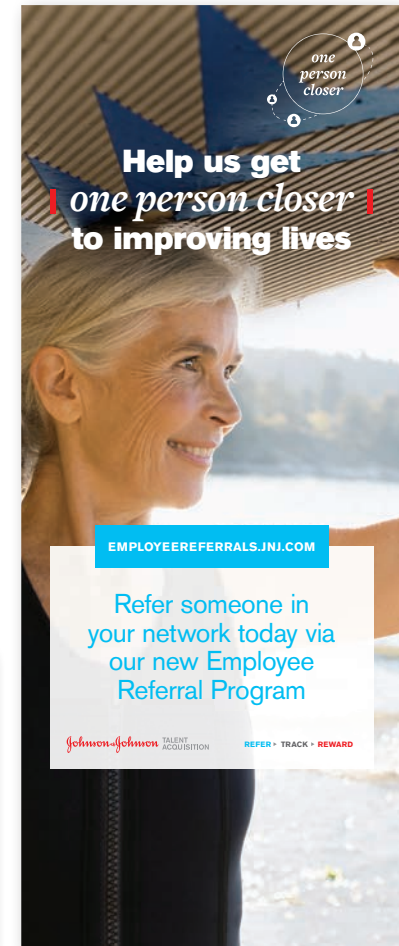
Cup sleeves



Activation Guidelines



Posters



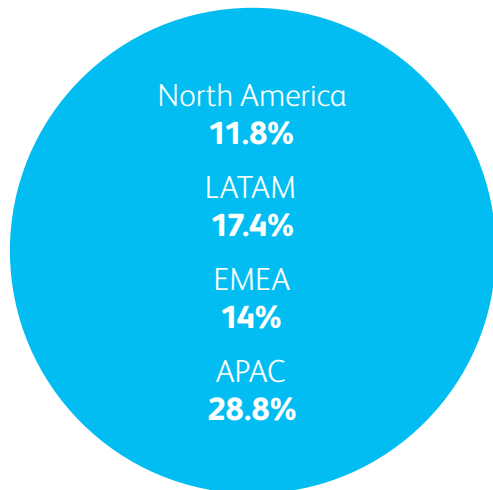
Pull-up banners



What were the results?

In the first three months alone, the overall percentage of referrals increased by 184%. An impressive 17.2% of total global hires in 2016 came via referrals.

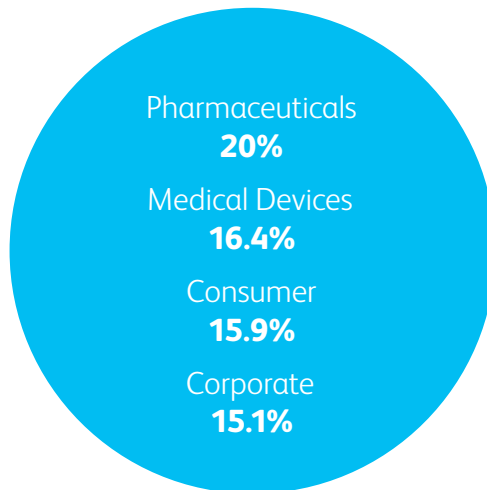
Some regions saw particular success. Here's a look at the percentage of new hires that came via **referrals by region**:



Winning sectors

If we break some of the results data down by sector type, the success of our strategic decision to segment by role/business sector and target accordingly is clear. The Pharmaceuticals sector responded particularly well, with 20% of the total hires in 2016 coming from referrals.

Here's a look at the percentage of hires that can be attributed directly to **referrals in specific sectors**:



Other wins

We've seen an overall increase in active engagement as well as repeat referrals – both areas where we'd previously struggled to maintain consistency.

Today, 9% of eligible employees globally are active referrers. The Corporate sector contributes an impressive 17.2% of this figure and also demonstrates the best on-going engagement: 6.8% of Corporate referees have referred more than once.



What's next?

This success is just the beginning.

Throughout 2017, our objectives are to:

- Improve the **quality of candidates** being referred, by developing a campaign and clear messaging around what qualities J&J looks for in candidates across a range of business areas
- **Improve recruiter operations** around ERP so that referrals are prioritised and expedited through the application process. We'll achieve this through incentivised campaigns that target recruiters globally

- Develop a **robust marketing automation communications plan** to augment the 'nudge' campaign already developed, with the objective of encouraging multi-referrals.

And that is the story of how a global organisation transformed its talent acquisition strategy and launched a priority program with significant and far-reaching results.

“Not only has our transforming ERP achieved our goals, its design and optimised process also reinforces our values – telling our existing employees and new hires ‘this is who we are’, ‘this is what we stand for’, and ‘we want you to be part of it’.”

SJOERD GEHRING
VP TALENT ACQUISITION, JOHNSON & JOHNSON



Thank you

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hello@omobono.co.uk
@omobono_digital

T: 01223 307000
F: 01223 365167

St Giles Hall, Pound Hill
Cambridge CB3 0AE

www.omobono.com
