

ntl Recruitment

Recruiting to a brand previously known as Cablelink.

INTRODUCTION

Cablelink was Ireland's largest provider of multichannel cable and MDS TV with almost 400,000 customers in Dublin, Galway and Waterford. In 1998 they were acquired by ntl, one of the largest communications and entertainment companies in Europe.

Poised to enter new markets with the introduction of Digital TV, telephone and Internet services, the company faced the task of a huge recruitment drive to increase their employee numbers two fold from 300 to 600 across all areas, including Networks, Engineers, Technicians, Customer Services, Sales and Marketing.

To realise their goals they needed to recruit people of high calibre, skilled in the areas of new technologies. The Irish economy was booming and there was an increasing labour shortage. ntl faced stiff competition including the larger multinationals with high profiles.

Brand awareness of ntl was non-existent and to the average person on the street ntl had little or no meaning. Not only were they faced with the mammoth task of recruiting over 350 staff within a highly competitive recruitment market they also needed to reflect the company ethos in all communications. ntl were faced with the job of creating a type of organisation that will lead to a key source of sustainable competitive advantage.

The campaign generated a huge response in CV's and an unprecedented attendance at the Open Day. The cost implication for the company was phenomenal, saving a huge amount in comparison to using a recruitment agency.

MARKETING BACKGROUND

Traditionally, Cablelink had a utility status as the only provider of Cable TV and synonymous for poor customer service. ntl brand awareness was at an all time low, Cablelink had not rebranded to ntl yet and as a result ntl had little or no relevance in the market place.

Services industry is one of the fastest growing sectors.

All communications needed to reflect the brand values and personality of ntl while achieving stand out and attracting the right individuals for a variety of positions.

The staff recruitment market was becoming increasingly competitive and there were particular shortages in IT and engineering staff. ntl faced competition from the large multinationals including Intel & IBM to attract staff. The performance of the Irish economy over the past number of years had meant that the recruitment market had become an employees' market that was headhunter driven with people looking for jobs on 'their own terms'.

MARKETING STRATEGY

Acknowledging the threat of operating in a highly competitive recruitment market with a limited skills pool, the marketing strategy set out to position ntl as a world leading Communications Company who were pioneering the communications revolution.

ntl realised that they needed to sell themselves as a dynamic and exciting company; one that prospective employees would want to have on their CV.



Client:
ntl

Agency:
McCann-Erickson

Team:
Richard Carr
Kay McCarthy
Jonathan Stanistreet
Shay Madden
Jane Fitzsimons



ADVERTISING OBJECTIVES

In the advertising, it was critical for ntl to raise awareness of the pool of jobs available in order to generate interest and responses.

ntl recognised the critical importance of communicating the brand values in order to compel prospective employees to work at ntl.

ntl needed to sell themselves as a dynamic and exciting company; one that prospective employees would want to have on their CV. They realised that they needed to set their work and company ethos apart from that of any other and introduce their brand values and personality.

THE CREATIVE STRATEGY

In order to develop a compelling proposition for ntl, comprehensive insight development work was undertaken with the aid of strategic planning tools used by the client and the agency in order to develop a powerful call to action. The emerging proposition was based both on brand values and a company attitude to their employees.

ntl's core values of a company that is pioneering, inspirational, dependable, approachable, and sharp (perceptive and vibrant) were key to all communications.

A key finding from consumer research, which differentiated this market, was that employees could now demand job on their terms and as a result the balance of the advertising became more employee orientated

The advertisements not only performed the task of informing people as to which positions were available but also gave an insight into the ntl philosophy and the ntl vision - 'have fun, make some money and do some good'.

MEDIA SCHEDULES/EXECUTIONS

The campaign was launched in late October 1999.

ntl recognised the opportunity of

using current employees as a valuable source of providing new employees. Such referrals reduce recruitment costs but can also dramatically increase the quality of applicants. This commitment was reinforced through 'The Grand Associates Referral Programme - The G.A.R.P.'. This was based on the following idea: If a current employee refers someone for a position and that referral is successful, they will be rewarded with £1000.

"Three quarters of companies use word of mouth and personal contacts to recruit staff" - source ERSI.

PRESS - CREATIVE STRATEGY/EXECUTIONS

Press recruitment advertising has become increasingly competitive with the large multinationals dominating the recruitment sections with full and half page adverts.

ntl's approach introduced the ntl palette of colours ensuring that they would not be seen as 'another grey telecoms' company. The use of such exciting and bold colours achieved immense standout never seen before. Responses were driven by post, telephony, e-mail, website and the Recruitment day, ensuring that it was as easy a possible for anyone considering to apply to do so. The campaign ran for 4 weeks in the Irish Times and the week before the recruitment fair in the Sunday Independent. Coverage of 44% for national adults was achieved.

RADIO - CREATIVE STRATEGY/EXECUTIONS

Irish recruitment advertising has diversified from a single media process (i.e. press) to a more diverse media platform. Radio has become a key driver in this respect. Again, the ntl philosophy and vision was reiterated. The campaign aired on 98FM & 104FM in conjunction with the press activity achieving 50% coverage of Dublin adults and an average frequency of 8.

This was the main driving force behind people attending the recruitment fair and key to the success of the recruitment fair.

RESULTS

A total of 2500 CV's were generated from media activity and the fair from which 350 people were successfully recruited.

The Open Day had record attendance levels never seen before with over 1000 people attending.

The total cost for the advertising campaign and the recruitment fair was £100,000, a fraction of the cost of using a recruitment agency.

'The brief to McCann-Erickson was not easy to deliver on: help us to hire 300 people in a wide variety of positions, in an environment where the ntl brand has not been launched. And it certainly worked, we managed to recruit the required number and quality of candidates which are needed to help launch our telephony, internet and digital tv services this year'..

Mark Mohan, Marketing Manager, ntl.

SUMMARY

ntl having acquired Cablelink, needed to increase their staffing levels by over 350 to enable them to move into the digital tv, telephony and internet markets.

In a buoyant Irish economy, the recruitment sector was becoming increasingly competitive with companies forced to increase employee benefits and salaries to keep staff.

Consequently, the proposition of ntl - Pioneering transformation in the world of communications in a fun and vibrant way - was developed.

The creative idea 'have fun, make some money and do some good' was developed where ntl could offer the employee an exciting future in a dynamic work environment with real long term prospects and exceptional rewards.

The campaign generated 2500 CVs and had a record number of attendees to their Open Day.

The above campaign had huge cost saving implications for ntl resulting in an effective creative and cost effective recruitment solution for the company.

The logo for ntl, consisting of the lowercase letters 'ntl' in a bold, sans-serif font, followed by a colon. The logo is positioned on a yellow background.

have fun, make money and do some good.

ntl: thinks it's really important that people get a kick out of the work they do.

We also believe that if our company makes money, then the people who get a kick out of working here should be well paid for making us so profitable.

We're not here to change the world, but we think that improving our customers' lives is a really good idea.

ntl: in a nutshell:
ntl: is a cutting edge cable technology leader and the new name behind Cablelink. We are one of the largest cable companies in Europe and have a customer base of 2.2 million and growing. At present we are investing over €200m installing and upgrading a new digital cable network in Ireland. Shortly we will be ready to start offering our customers both telephony and high-speed internet services, as well as digital television services. It is an extremely exciting time for everyone associated with ntl: and we would like everyone in place before our launch into 2000 and beyond. To achieve this, we are looking for bright, self-starting, enthusiastic individuals for a variety of customer service, sales, technical, HR and other posts. We will be running a recruitment day on Saturday, November 13th so we can meet you, find out about you and tell you more about us.
www.cablelink.ie, visit our website at www.ntl.ie or fax us on (01) 7998242.

ntl: Recruitment Day 10am-6pm
Fitzwilliam Hotel, Dublin
Saturday November 13th, 1999

For positions in the areas of:

Technical
Networks
Engineering

Customer Service
Sales
Marketing

Human Resources
Training & Development
Business Solutions

Digital TV | Telephony | Internet

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Press



HUMAN RESOURCES ADVISOR (3): Reporting to the HR Manager, you will provide HR advice and guidance on a range of issues including performance management, employee relations, recruiting and compensation and benefits, in addition to other specific project based work. You should have a 3rd level qualification, including TD membership, and between 3 to 5 years experience in a professional, dynamic environment.

INDUSTRIAL AFFAIRS MANAGER (1): Reporting to the HR Manager you will advise the company on regulatory and public policy issues, monitor the business and legislative activity in the telecommunications and/or broadcasting sectors, monitor related legislative changes, liaise with public sector customers as required, as an recognised professional qualification holder. Communication skills and the ability to work as part of a team are essential.

HEALTH & SAFETY ADVISOR: Reporting to the Group Health & Safety Manager, you will provide advice and support throughout the business, working with contractors, managers and associates and ensuring adequate safety systems are in place for the planned operation of the ntl network in Ireland. Candidates should have a minimum of 2 years experience in a similar role and possess professional qualifications. While industry knowledge is not essential, it would be advantageous.

TRAINING & DEVELOPMENT COORDINATOR (OPERATIONAL): Reporting to the Training & Development Manager, you will be responsible for the analysis, design, development and implementation of our technical, reference and engineering training requirements. With at least 3 years relevant experience, you should have strong communication and problem solving skills, a positive attitude and recognised training qualifications.

TRAINING & DEVELOPMENT COORDINATOR (CUSTOMER INTERFACES): Reporting to the Training & Development Manager, you will be responsible for the design and delivery for all customer-related training through the business. You will focus particularly on delivering appropriate training solutions to our customer service department / call centre. Candidates must have worked with an organisation where there is a strong emphasis on training in customer solutions / services.

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ntl: is the new name behind Cablelink and one of Europe's largest communications and entertainment companies with a customer base of 2.2 million and growing. We are currently spending €30m installing and upgrading a digital broadband network in Ireland. In line with this investment, we are currently looking for highly self-starting individuals for a variety of positions. For more information, e-mail us at careers@ntl.ie, visit our website at www.ntl.ie, fax us our CV on (01) 7996342, call (01) 7996340 or write to us at ntl!, 10 Petroske Place, Ballsbridge, Dublin 4.

FACILITIES (SITE SERVICES) MANAGER (2): Reporting to the Facilities (Site Services) Manager, you will be responsible for the full facilities management function including managing external contractors, space and office facilities control and project management. Candidates should have a range of years experience in a similar role and be able to demonstrate strong organisational and communication skills. We should be able to lead a small team and work well under pressure, often to demanding deadlines.

PLANNING (OPERATIONAL) MANAGER (1): Working within the marketing department, you will be responsible for the planning, development and management of our DTV and HD TV products (position 1), and our telephony and internet products (position 2), with a minimum professional qualification. Ideally candidates should have considerable experience in a marketing product management environment within the DTV and/or telecoms sectors, including knowledge of the marketing needs of customers in Ireland, the UK and internationally.

OPERATIONS PROGRAMME MANAGER: Reporting to the Head of Engineering, your responsibilities will include the production of project proposals / engineering solutions for all aspects of our network upgrade, ensuring applicable engineering standards are met. You will also be a key point of contact between the engineering department and other functional groups. Candidates should have proven project management skills and have experience in a management or operational role, ideally in the DTV / telecoms industry.

INVENTORY MANAGER (1): You will be responsible for the materials and inventory functions, including planning, inventory control and minimising the risk of inventory obsolescence. You should have at least 5 years experience in a purchasing and inventory control function. Technical knowledge is desirable, and excellent organisational skills and an ability to work to tight deadlines are necessary. Professional qualifications such as APICS or ITIAM are advantageous.

Digital TV | Telephony | Internet



A big thank you to everyone who attended our recruitment day. You'll be hearing from us very soon.

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Networks Planners: We are looking for Networks Planners who will be responsible for planning our new communications networks. Candidates should have relevant qualifications in electronics/electrical, engineering and proficiency in computerised systems including CAD. Previous experience, either with telecoms or cable planning, is required while familiarity with the Operations for the Control & Management of Roadworks in Dublin City is also required.

Networks Technicians: We are recruiting a number of Networks Technicians to work on our existing cable and planned telephony networks. Technical qualifications in an engineering, telecommunications or a related discipline are required, as is a full driving licence.

Wayleave Officers: Working in our Construction Dept., as a Wayleave Officer you will be involved in securing wayleave for the external routing of our communications networks. You will liaise with new and existing customers and various other external bodies. Candidates should possess excellent organisational & communications skills and a full, clean driving licence is essential.

Construction Inspectors: These are key positions in our upgrade project with responsibility for the direction, supervision and control of all on-site installations and cabling related procedures in cable and telecoms networks. Candidates should have proven experience in a similar role, while a background in major electrical contracts or civil works would be an advantage. In addition to good efficiency with customer, utilities, local authorities and other utilities will be required, as is a full, clean driving licence. Knowledge of the relevant health & safety legislation, including familiarity with the Operations for the Control & Management of Roadworks for Dublin City, is also preferable.

Switch Engineers: As a Switch Engineer you will be responsible for the installation, maintenance and operation of digital exchange and higher order transmission equipment. Specifically, experience with digital switches (Petro 116/100) would be desirable. Other responsibilities include troubleshooting, testing and reporting. Technical qualifications in electronics/electrical engineering or telecommunications are required as is a full driving licence.

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ntl: Recruitment Day 10am-6pm, Fitzwilliam Hotel, Dublin, Saturday November 13th, 1999

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SALES & MARKETING:

Product Development Managers
Pricing and Market Analysis Specialist
Consumer Marketing Representatives
Field Sales Manager

Field Sales Representatives

Telesales Manager
Telesales (Inbound) Representatives
Telesales (Outbound) Representatives
Sales Administrators/Support

BUSINESS SOLUTIONS:

Account Managers
Customer Service Manager
Billing/Credit Control Manager
Project Manager/Technical Support

Business Service Representatives

Quality Co-ordinator
Credit Controllers

CUSTOMER SERVICE:

Team Leaders
Customer Service Advisors
Despatch Advisors

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ntl:

ntl: Recruitment Day - Tomorrow 10am-6pm, Fitzwilliam Hotel, St. Stephen's Green, Dublin 2.