

# Case Studies

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# Linklaters

## Client overview

Linklaters is a global law firm with over 5,000 employees in 29 international locations, with headquarters in London. They wanted to create a global employer brand that would support the firm in attracting and retaining the best and most diverse talent across the world.

## Challenge

Linklaters is a geographically dispersed organisation with multiple stakeholders. The profile Linklaters recruited for in the past would no longer bring them the candidates necessary to secure and expand their position as a heavyweight global law firm.

The lawyer of the future – needed today – was a nimble business advisor using their legal expertise and global mindedness to help clients navigate a time of huge complexity. Every law firm in the world was chasing this new breed of lawyer.

Linklaters needed an employer brand that would create both global consistency and local relevancy. The brand also needed to be flexible, translatable and relatable across all job types – from trainees to experienced law professionals, to support roles.

## Solution

Our research, undertaken across three stages, took in the views and insights of hundreds of professionals in 20 Linklaters offices across Europe, North America and Asia-Pacific.



**Research stage one:** We conducted one-on-one interviews and focus groups with Recruitment partners, HR managers, Senior managers, Associates and Graduates and interns.



**Research stage two:** We ran 17 focus groups in 13 offices with associates, trainees and support functions to sense-check the key themes that emerged from stage one.



**Research stage three:** We tested two brand concepts with a mixture of internal and external focus groups in several global locations. This ensured the visual execution and brand message translated well and would be universally understood.



# Linklaters

Following our research activity, we created an employer value proposition that was a combination of big-picture philosophical and a Linklaters-specific selling point:

## Great change is here.

Because this was to be an international brand with very diverse target audiences, we built flexibility into our solution to allow our message to resonate widely across geography and culture.

We created four underlying message pillars that we could dial up or down as required: Human experts – work with the smartest people on the most complex issues. One team – our multi-jurisdictional work calls for a truly aligned and collaborative environment. We have it. Innovation – your creativity will be trusted, whether you’re solving client problems or setting legal precedent. Career platform – prominent projects, high-profile clients, training, support, early exposure, external secondments – you name it, we’ll invest it in your career.

We road-tested all our conclusions with 17 focus groups in 13 international offices. This ensured we landed the right combination of messages with the right geographies.



# Linklaters


This inspired a full toolkit explaining all the thinking, the EVP, visual advertising principles and the tone of voice to be used internationally. This was then rolled out to recruiters across North America, Europe and Asia-Pacific so that local activity could be fully supported.

## Results

The project was delivered on time and in budget and was a significant success. The project was shortlisted for **Best Global Employer Brand** and the firm's reputation as a graduate employer improved significantly over several years, rising 27 places to 19th place.

Glassdoor scores rose by 8% and, importantly, applications from female lawyers – which was a key objective – significantly increased since the EVP launch.

Great change is here.  
**Linklaters**






**Are you ready?**


From a shifting geopolitical landscape to the exponential growth in FinTech, this is a time of unprecedented change.

At Linklaters, we're ready. Our people go further to support our clients, with market-leading legal insight and innovation. And we go further for each other, too. We're people you want to work with, generous with our time and ready to help. So no matter what the future holds, with us you'll be one step ahead. Great change is here. Get ready.

Find out more at [careers.linklaters.com](https://careers.linklaters.com)

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 @LinklatersGrads  
 LinklatersUKGrads

Great change is here.  
**Linklaters**



**Are you ready?**

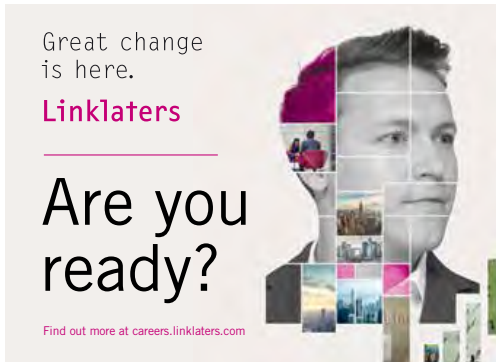
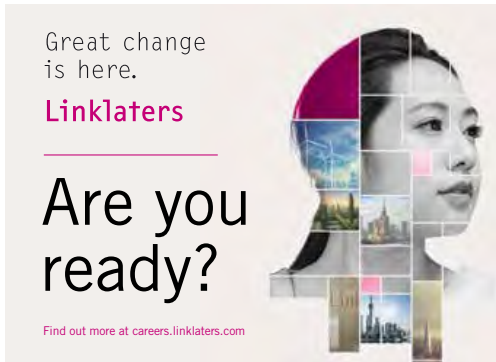
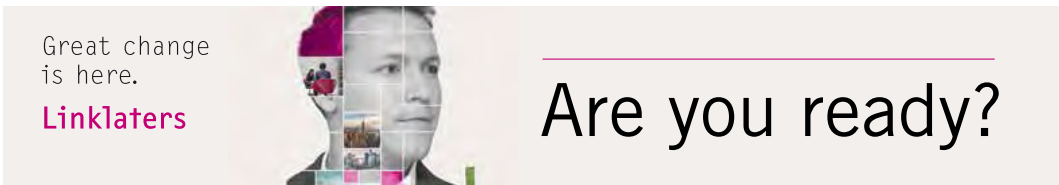
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# Linklaters



### Brochure design

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**Linklaters**

## Are you ready?

CAREERS IN LAW



**CASE STUDY: SANTIAGO AIRPORT**

**One voice**

Known for our expertise in the airport sector, a cross-Britain team from our Paris, London and New York offices was brought on board for the US\$200 million renovation of Santiago Airport. The financing partnership with the government, the building project and the involvement of the residents. In all, the project will give 20 million extra passengers to use the airport each year.

We approached the project in our university collaboration style from the start, instead of waiting for the work through our office and team, bringing in others later on, as is typical, our New York and Paris team contributed to a joint proposal.

In light of the range of challenges, our only way was clear. The financing brought together diverse needs, considerations and agreements – with a large number of banks. Also, Brazil was working on the deal around the time construction started. Our client, whose response to our initial proposal really convinced us. Our project, we demonstrated our expertise in working with high-profile partners in a complex deal, and as a result, we're now working with Airports de Paris, together with Spanish Ministerio, Partner in our Global office, on the future construction of Rome airport.

**30 million extra passengers**

The project will allow 30 million extra passengers to use the airport, each year.



**“**

The 11 best was delighted as 11 meant they would receive value for money, could take advantage of having one point of contact, and see us as the firm.

**”**

John Thompson  
Project Director

Great change is here.

**Linklaters**



**“**

Our law firm has been an exceptional client. Our expertise in working with high-profile partners in a complex deal, and as a result, we're now working with Airports de Paris, together with Spanish Ministerio, Partner in our Global office, on the future construction of Rome airport.

**”**

John Thompson  
Project Director

Great change is here.  
**Linklaters**

**Are you ready?**

From a strong geographical heritage to the exponential growth in France, this is a time of unprecedented change. At Linklaters, we're ready. Our people go further to support our clients, with market leading legal insight and innovation. And we go further to support you. So, we're ready for you, with, expertise, and the time and resources to help. So we're ready for you, with, expertise, and the time and resources to help.

**Lead**

Our law firm has been an exceptional client. Our expertise in working with high-profile partners in a complex deal, and as a result, we're now working with Airports de Paris, together with Spanish Ministerio, Partner in our Global office, on the future construction of Rome airport.

**”**

John Thompson  
Project Director

**AT A GLANCE**

**Are you ready?**

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**”**

John Thompson  
Project Director

**Aim high**

Our law firm has been an exceptional client. Our expertise in working with high-profile partners in a complex deal, and as a result, we're now working with Airports de Paris, together with Spanish Ministerio, Partner in our Global office, on the future construction of Rome airport.

**”**

John Thompson  
Project Director

**80%**

Our law firm has been an exceptional client. Our expertise in working with high-profile partners in a complex deal, and as a result, we're now working with Airports de Paris, together with Spanish Ministerio, Partner in our Global office, on the future construction of Rome airport.

Insert front template

**LINKLATERS LOCAL OFFICE**

**Heading goes here**

Our law firm has been an exceptional client. Our expertise in working with high-profile partners in a complex deal, and as a result, we're now working with Airports de Paris, together with Spanish Ministerio, Partner in our Global office, on the future construction of Rome airport.

**Sub head**

Our law firm has been an exceptional client. Our expertise in working with high-profile partners in a complex deal, and as a result, we're now working with Airports de Paris, together with Spanish Ministerio, Partner in our Global office, on the future construction of Rome airport.

**Sub head**

Our law firm has been an exceptional client. Our expertise in working with high-profile partners in a complex deal, and as a result, we're now working with Airports de Paris, together with Spanish Ministerio, Partner in our Global office, on the future construction of Rome airport.

Insert back template

Front cover

Inside spread examples



## Client overview

AP Moller Maersk (Maersk) is a leader in global shipping. The business has recently undertaken a huge transformation in order to achieve their vision of becoming a 'Global Integrator' of container logistics. To achieve this, they needed to increase the capability within their business.

This required the creation of a strong, new Global EVP. Drivers behind its creation included an increased focus on the culture of the organisation, and particularly the digitalisation of their business and the need to attract world class talent, with technology hires a real priority.

The development of a strong people brand that supported talent attraction and retention, as well as increasing engagement within the existing workforce was seen as paramount to future business success.

Maersk has a strong history (especially within Denmark), and a strong set of values that stems from their family roots. There are multiple brands all under the 'one Maersk' banner. They needed a global EVP with the depth and breadth to support their transformational journey

## Challenges

Creating a strong, new Global EVP for Maersk was not without its challenges, including:

- 1.) Talent requirements:** Maersk had a particular need to attract world-class technology talent. They needed a strong people brand to help increase engagement with their existing workforce, as well as support talent attraction and retention.
- 2.) Uniting multiple brands and business areas:** With a strong history and set of values stemming from their family roots, there are multiple brands under the 'one Maersk' banner. So, they needed an EVP with the depth and breadth to encompass this, as well as their different business areas.
- 3.) Challenging perceptions:** To attract the new talent they needed, Maersk needed a perception-challenging employer brand – showing that there's much more to them than their shipping containers.







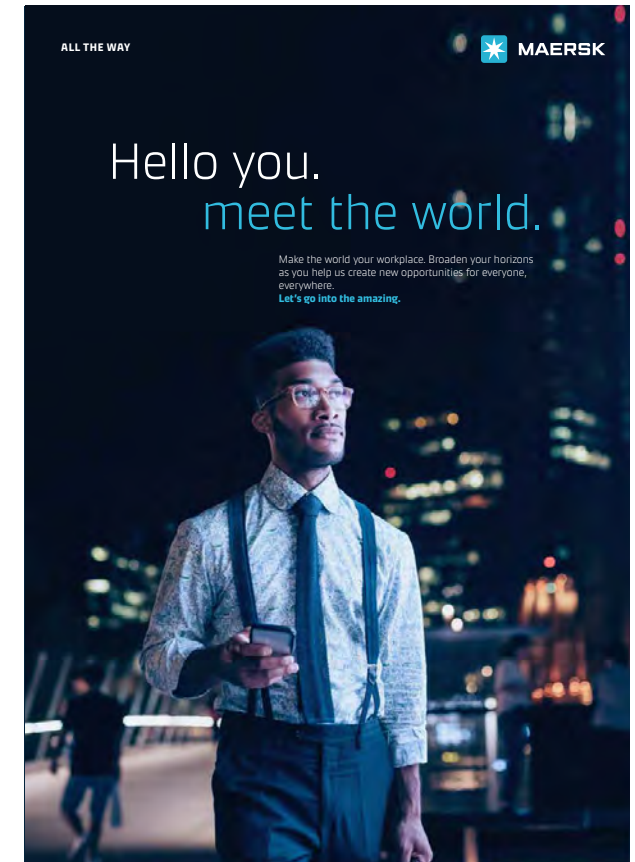
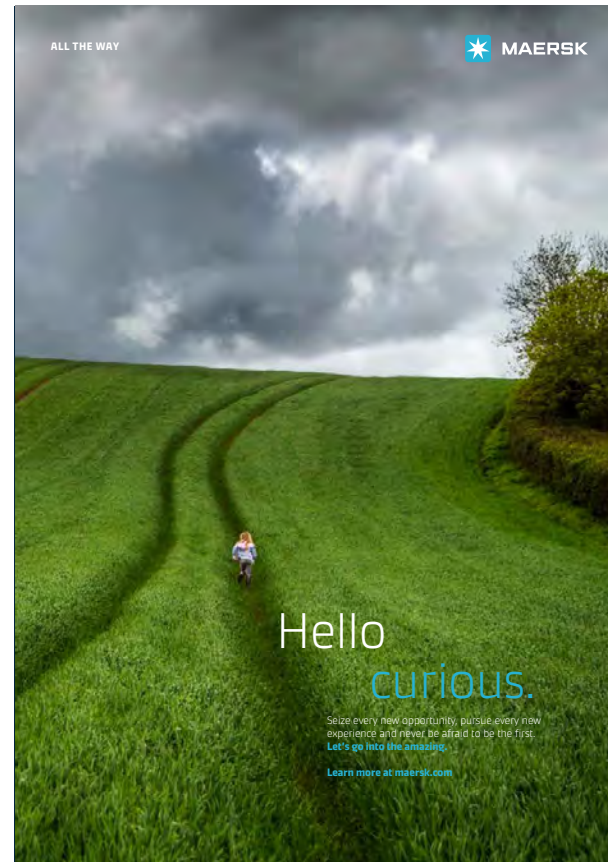
## Solution

We began with an intensive insight phase. Understanding the organisation, the many and varied brands, the core business areas, its people and the nuances across the globe was key to laying the foundations from which we created the EVP.

As well as listening to the views and vision of senior leaders within the business, we also mapped the competitor talent market to identify specific territories that Maersk could own with regards to its proposition and messaging. From this we developed a set of core pillars or themes which we validated with senior stakeholders across the globe before defining our core proposition:

*‘Let’s go into the amazing’*

We worked closely with the Maersk employer branding team to plan out how to take the EVP to market. We built an employer brand toolkit that contained all the materials recruiters and hiring managers across the globe would need to deliver the message within their individual markets.





We also worked closely with the Maersk digital team to update the global careers site. We provided a content matrix and assets for the site and supported the Maersk team in defining new user journeys, wireframes and templates to enhance the candidate journey through the site.

We then created a smaller toolkit, specifically aimed at technology audiences. This included materials that could be taken out to important markets such as the UK, India and Denmark to help deliver key hires. This technology-specific toolkit was aligned with the Global EVP toolkit but had a different visual flavour and technology-specific imagery to ensure resonated with technology talent.

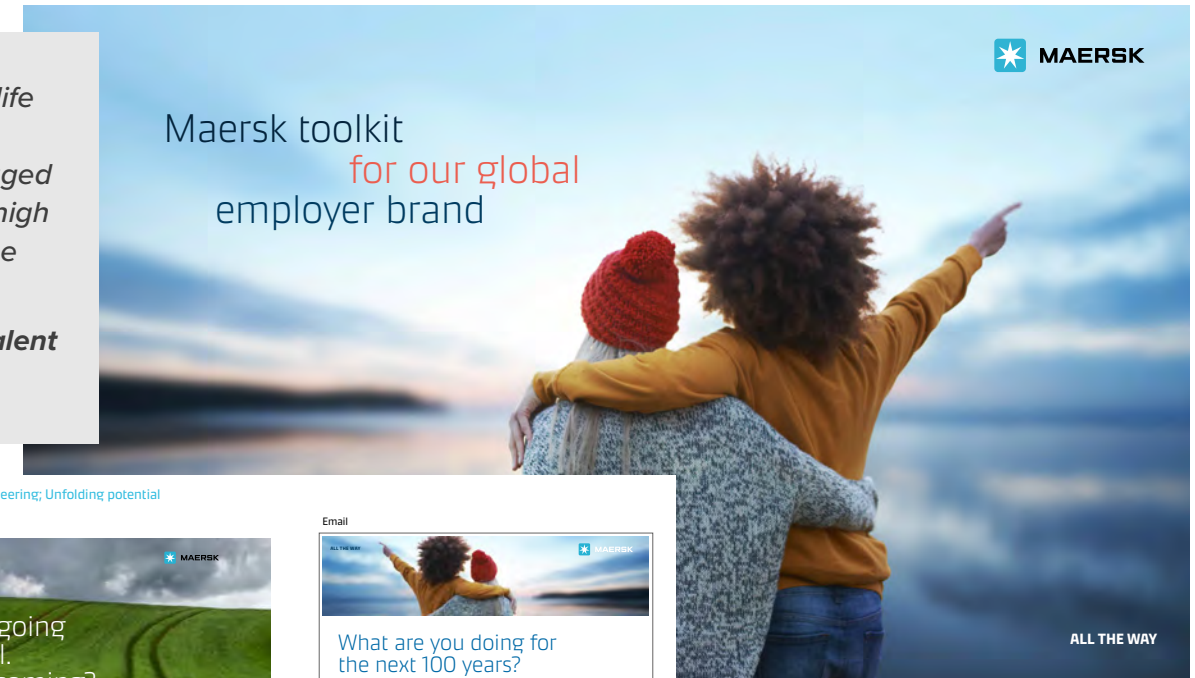
## Results

The project was an outstanding success:

- Staff 'pride scores', captured through annual survey, rose by 12%
- Awareness and pre-disposition to join increased by 12 points in their global talent audit
- Maersk moved up 10 places in Universum's 'Best Places to Work' study
- The initial three-month activation campaign received 63,671,606 impressions.
- We delivered 686,103 clicks, at a final cost per click of £0.05.
- The project was shortlisted for the Employer Brand Award at the RAD and Personnel Today awards

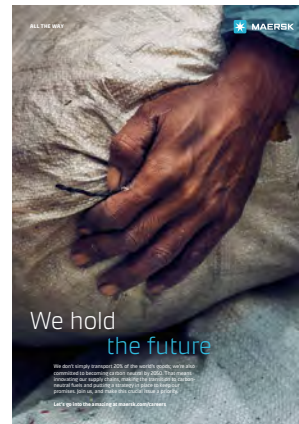
“ *The employer brand really brings to life the depth of understanding of our organisation and culture. It has engaged people across the business and the high quality of creative execution has gone beyond our expectations.* ”

**Bettina Mølgaard, Global Head of Talent Management & Talent Acquisition.**



### 5. TOWARDS A ZERO CARBON FUTURE/CLIMATE CHANGE: Main pillars: Societal impact; Pioneering; Unfolding potential

Poster



Exhibition stand



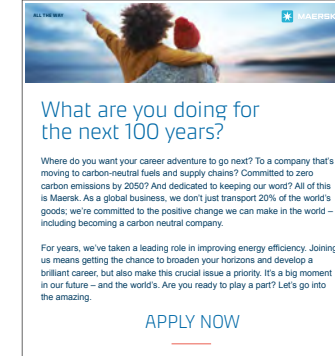
Static banner



Animated banner



Email



Leaflet cover

