

## Strategic Account Case Study...Sandvik



Since our first assignments in 2005 Sandvik has developed into one of our core clients for our Industry Practice. With our latest commissioned assignment, the development and implementation of a Sandvik tailor-made Assessment Centre we have successfully expanded our services to encompass all service offerings provided:

- Executive Search
- HR Strategy and Organisation
- Executive Reviews
- International Search

**Harvey Nash Locations:** Sweden, UK

**Client Manager:** Suzanna Malmgren, Manager, Alumni/Harvey Nash



### About the Sandvik Group

Sandvik is a global industrial group, listed on the Nordic Exchange in Stockholm with advanced products and world-leading positions in key business areas. The Company was founded in 1862 by Göran Fredrik Göransson, a pioneer in the modern world of steel production. The firm's listing on the Stockholm Stock Exchange took place a few decades later in 1901.

In 2008 the business had grown to approximately 50,000 employees, operating in 130 countries around the globe and boasting sales of more than 93 BSEK. The group operates under three core business areas with ambition to be ranked a top-two player in each space globally:

- **Sandvik Tooling** focusing on tools and tooling systems for metal cutting, blanks and components
- **Sandvik Mining & Construction** focusing on equipment, tools and services for mining and construction
- **Sandvik Materials Technology** with responsibility for research and development (R&D), production and sales of their respective products.
- **Seco Tools**, an independent publicly listed company, is also a member of the group.

Sandvik has achieved its success through ten per cent annual growth over the past ten years. This is based on slightly more than five per cent organic growth and the remainder through acquisitions. The three biggest markets in terms of sales are the US, Australia and Germany. Growing markets are Asia-Pacific, India, Russia and Eastern Europe.

### Plotting the journey of a successful relationship

**1997** - The journey started over ten years ago, when Alumni/Harvey Nash circulated thought-leadership material to prominent decision makers of the time including the then Sandvik HR Manager, Carina Malmgren-Heander, who is now is VP HR at Electrolux.

**2005** - Over the years Alumni/Harvey Nash, through various contacts with partners and colleagues, kept in touch with Sandvik until the first assignment was sold by Anders Cedermark, Senior Director at Alumni/Harvey Nash for a Group Marketing & Sales Director.

**2006** - We reached a break-through in the HR Strategy and Organisation service offering when Magnus Tegborg, Co-Founder of Alumni and MD Harvey Nash Nordics, and Jan Hemmingson, Senior Manager at Alumni/Harvey Nash, pitched for a review of Sandvik's HR organisation that was transitioning to a model using HR Business Partners and outsourced HR centres. The assignment involved a team of consultants who delivered an outstanding job, further building our reputation and brand as a highly professional firm to partner with.

**2007** - Tanja Jibrandt, Director at Alumni/Harvey Nash, was asked to support one of Sandvik's business areas, Mining & Construction, to find an HR Director for one of their major customer segment organisations. The successful completion of this assignment gave us internal references to enter other business areas of Sandvik and talk about new positions. In total, four new search assignments were won by Alumni/Harvey Nash as a consequence.

At this stage, we began to realise that we were on the verge of an overall Sandvik break-through and decided to assign a dedicated Client Manager with a clear task of expanding the Sandvik business. Suzanna Malmgren (Manager at Alumni/Harvey Nash) was asked to take on the role and began her work in trying to plan, coordinate and keep an overall track of all actions towards Sandvik. Suzanna has a strong interest in and knowledge of the Industry sector as well as a strong professional services background and client management skills. Prior to joining Alumni/Harvey Nash, Suzanna worked for Accenture and AcadeMedia (a Swedish training and education company). Moreover, she showed great enthusiasm in taking on this important and complex client requiring both hands-on management and considerable analytical capabilities.

Suzanna began by gathering a "Sandvik core team" – consisting of consultants who previously had worked with Sandvik and who could contribute with knowledge and their network. The second task was to start mapping the Sandvik organisation – to learn who was in the top positions and make sure we built relationships with the right people. Once the mapping was complete, in one year the team succeeded in meeting with the majority of the important decision makers.

**Today** – We have at this point firmly planted Alumni and the wider Harvey Nash business as a key ally to achieving Sandvik's talent agenda. We launched our Assessment Centre pilot in early March 2009, which involved intense assessment of a selected group of international talent. The project was a success and we have received positive feedback and signals that this is a method they want to continue with. Having won international searches for Sandvik in previous years in Asia and the UK, we now look forward to an increased international agenda, made possible by our successful integration with Harvey Nash and its international locations and capabilities.

#### Sandvik and Alumni/Harvey Nash in brief

- To date, since 2005 we have eleven successfully completed searches in two of the three business areas. Two of these have been international, involving Harvey Nash in the UK and our partner in Asia, Bó Lè.
- Two large consulting projects have been won
- To date twenty consultants across Alumni / Harvey Nash have been involved in making this account so successful; Suzanna Malmgren, Tanja Jibrandt, Anders Cedermark, Jan Hemmingson, Åsa Karlberg, Martin Sigurdson, Niklas Aubell, Magnus Tegborg, Jessica Söderman, Anna-Karin Birrell, Anna Hjertstedt, Nigel Parslow, Tim Hartley, Tatyana Petrova, Lena Ahrle, Clara Hoas Ströman, Eva Warnander, Claes Kugelberg, Lena Olingsberg, Tobias Eklund and Åsa Ildund.
- The Sandvik Core Team builds upon the strength from all our different competencies, including international search consultants, in-depth industry insight and solid expertise in HR consulting
- The Sandvik Core Team is led by Suzanna Malmgren and includes Jan Hemmingson, Anders Cedermark, Anna-Karin Birrell, Karin Laurell, Nigel Parslow and Tobias Eklund

Suzanna comments on the Sandvik relationship: "Needless to say, this development could not have taken place without the true Alumni/Harvey Nash spirit, a genuine desire in helping each other succeed – even if it doesn't bring you individual credit. To build an account like this in an organisation as complex as Sandvik's is a long-term result of joint efforts from dedicated people, where we now can start harvesting the fruits!"