

Leica Geosystems

Leica Geosystems AG is a Swiss manufacturer of land surveying and geographic surveying systems with 200 years' worth of experience. Products include GPS systems and laser rangefinders. Since 2005, it has been a subsidiary of Hexagon AB with approximately 23.000 employees. The Danish branches are in Odense and Copenhagen respectively.

CASE: Investigate Leica Geosystems employee retention model in the Nordic countries in order to improve upon it. The task will entail desk research, employee interviews, analysis of market factors and much more.

OVERVIEW

Company	Leica Geosystems – a part of Hexagon AB
Location	Telehøjen 8, 5220 Odense SØ
Contact person	Irina Svensson, Human Resources Business Partner

COMPANY PROFILE

The origins of Leica Geosystems date back 200 years, with the founding of Kern & Co. in 1819. A little over 100 years later, in a small empty textile mill in Heerbrugg, Heinrich Wild developed the T2, the world's first truly portable opto-mechanical theodolite, and therewith, building the foundation of modern surveying. Over the last two centuries Leica has grown by becoming the world's first in surveying innovation. They achieved this by continuously revolutionizing measurement and surveying with complete solutions for professionals worldwide.

Hexagon made a deal with Leica in 2005 in a savvy business move to acquire only Leica Geosystems. Despite being owned by Hexagon it was decided that Leica Geosystems should retain its name and brand. The acquisition opened the scope for Hexagon to sell their scanners to Lucas Films to big plants where they use the scanners for their maintenance. Hexagon currently have around 23,000 employees in 50 countries and a net turnover of approx. 4.3 billion EUR.

This also means that Leica Geosystems is a flexible organization and a very autonomous organisation. They hardly have any corporate standards, which allows them to run a project like the one with Lead the Talent, on a regional level without it interfering with any other businesses.

The Nordics were previously structured into countries with each of their own way of working. Today they work with industry leads, which in Leica Geosystems case means, that the Nordic countries have one lead who sets the direction and have the responsibility across of the countries. In Hexagon they have three Nordic leads and a regional director who then pulls the strings. They are still breaking down the barriers in terms of culture shift from individual country to a Nordic.

CASE DESCRIPTION

Leica Geosystems have ambitious growth plans – they want to double their sales within a given time period. They also want to drive the sustainability development of their solutions. But with lofty ambitions follows challenges which needs to be addressed.

Double digit growth is a challenge within itself. As markets fluctuate it is possible to quickly lose market shares. That happened to Hexagon when one of their markets lost more than 50% in the last four years, in a market where they were market leaders. They wanted to stop that development, which they already have, but they need to turn it around.

Another related challenge is that resources are tight, and customers are getting more and more picky. So, they need to be smarter and more innovative in how they secure their customers.

These challenges all lead to the challenge that this team will be working on:

Leica Geosystems have several salespeople and because of the complexity of their products and their organisation it is estimated to take at least 12 months to onboard them, but between 12 and 24 months is more realistic. After they are onboarded Leica Geosystems can see their return of investment in terms of them bringing in sales and being efficient.

The organization has noticed that unfortunately some of them leave in that time. They need to figure out how to retain their employees. Leica Geosystem believes that there are many levels as to how to obtain the retention. It's not only salary or onboarding - it is a variety of factors. They want to know what they need to change in order to create the impact of the turnaround. What are the quick gains and wins – and where do they need to invest for the future.

They want to get an external viewpoint on their challenge, which is why a talent team are needed to give the organisation new and fresh insights.

TASKS AND EXPECTATIONS

0. Phase: Onboarding and determining overall objectives.

- 0.1. Onboarding to Leica Geosystems, their vision, values, current strategy and generally the market and industry in which they operate.
- 0.2. Make an alignment with the team, including frequency of feedback and sparring.
- 0.3. Get an in-depth introduction to the case's challenges and the company's desired result.
- 0.4. Review the concrete tasks of the case and qualify the various phases where you weight and prioritize the tasks according to their importance.
- 0.5. Define roles and tasks among the team, so you know internally who is responsible for which tasks/areas

1. Phase: Internal analysis of employee retention

- 1.1 Industry-level interviews on all three levels plus former Aftermarket Manager Interviews
 - 1.1.1 Dedicated interviews with salespeople & HR on certain topics to get insights (eg: Bonus structure, etc.)
 - 1.1.1.1 Across the employee lifecycle for the industry levels in the Nordics but note outliers for each country if they arise.
 - 1.1.1.1.1 Potential employees, newly hired employees, doing early onboarding, doing late onboarding, “finished or hatched” employees, experienced employees and align with HR in relation to anonymized exit-interviews.



2. Phase: External analysis of employee retention

- 2.1 Look into the industry standard and the high performers when it comes to employee retention.
 - 2.1.1 What is state of the art when succeeding with employee retention
 - 2.1.2 Investigate retention trends, what is coming around the corner and what is several years away.
 - 2.1.2.1 New studies, Expert interviews, and so forth.

3. Phase: Make an appendix and present your findings

- 3.1 Present the findings (with a special focus on quick wins & long-term solution) to the relevant stakeholders in Leica Geosystems & Hexagon
 - 3.1.1 The presentation can be done with PowerPoint or with other visual remedies.
- 3.2 Make and handover an appendix of your findings and where they come from.
 - 3.2.1 For Leica Geosystem to move forward and implement your findings it is important they can find your research and the locate validity within. They do not need the raw data, but the key findings.
 - 3.2.1.1 Could be important pieces from the interviews, new studies you refer to, industry standards and much more.

OBJECTIVE AND DESIRED OUTCOME FOR THE COMPANY

Wanted outcome after 12 weeks:

- ✓ A presentation that summarises the team's findings
- ✓ An appendix which provides validity to the findings
- ✓ Proposals on quick wins and long-term wins.
- ✓ Insights as to what they need to change.

RELEVANT AREAS OF COMPETENCE

- ✓ HR, recruitment
- ✓ Business understanding, consulting, sales or the understanding of sales processes.
- ✓ Technical understanding or background would be nice to have.
- ✓ The candidate needs to feel comfortable in a technical environment.

TALENT PROFILE

Leica Geosystems employees describes the company as the place to be for future trends. It is a cool place to work especially because you get access to Hexagons products. It is worth noting, that Hexagon - and thus Leica - is a jeans and sneakers business – not a suit and tie one.

In order to be able to solve the case some skills are valued. You are open to speak with and interview strangers. In such a large corporation you must be approachable, persistent and proactive but also have thick skin. You are curious and openminded and want to solve the problems ahead of you.



The team must be able to give an honest description of the situation, and not a diplomatic proposal. They are not looking for a solution to be implemented, but proposals on follow-up actions. The findings will not find its way into the drawer, they will be used and implemented.

The team will have the whole HR-team to support them. They will be connected to the business organisation where the team will be connected to major stakeholders as well in order to get business insights. The team will have a sparring partner in Odense and the operational lead will also check-in with the team minimum once a week.



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