



CASE STUDY #1601

eBay



“

In 2016, the number one reason people left companies was lack of career opportunity. Only 5 years ago that top reason was unsatisfactory pay. ”

CORPORATE EXECUTIVE BOARD



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eBay

13,000
NO. OF
EMPLOYEES

E-commerce
INDUSTRY
VERTICAL

Global
REGION

Career Development
SOLUTION
BASIS

2016
YEAR JOINED
FUEL50

eBay is where the world goes to shop, sell, and give. They connect millions of buyers and sellers around the world, empowering people and creating economic opportunity for all. With 1 billion live listings and 171 million active buyers in 190 markets eBay measure their success by the success of their customers.

To align 13,000+ employees around the globe, and create a culture that drives the right behaviours, eBay need talented people who will lead, coach, inspire and execute every day.

STRATEGY	CULTURE	PEOPLE
Best Choice	Courageous	Who Lead
Most Relevance	Driven	Who Coach
Most Powerful Selling Platform	Inventive	Who Inspire
	Richly Diverse	Who Execute
	Be the Brand	

BUSINESS CHALLENGE

Engagement scores revealed poor scores on the category of Career Development, so eBay committed to improving in this area and give current employees more opportunities to learn and grow within the organization. Focus groups also showed employees felt there are so many opportunities to work on cool projects at eBay, but found it hard to find them.

FUTURE WORK RESEARCH

Due to the current speed of change, career development is not linear, it is about rapidly acquiring skills and experiences. Research also backed the philosophy that development is for EVERYONE, not just the select few, while proving the importance of fostering a growth mindset - "when you grow, we grow."

"We're not just looking for the very best talent, **we're focused on developing and keeping all our talented people.**"



INITIATIVE

Implement an individualized and scalable solution – ‘**Grow Your Career**’ hub within internal intranet – which includes Fuel50, Degreed, and RallyTeam.

SOLUTION

Just as eBay as a business leverages technology to scale a marketplace for an individualized shopping experience, technology was key for the solution. eBay launched ‘**Grow Your Career**’, a comprehensive career development solution on their internal web/intranet. It is a one stop shop with all the offerings to help employees grow and learn, featuring the 3 solution partners: *Career Navigator* (Fuel50), *Degreed*, and the *Experience Market* (RallyTeam).

CAREER DEVELOPMENT JOURNEY



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We believe that we can offer a rich opportunity for growth at eBay. These tools and conversations can provide new insights and flexible ways of growing capabilities in the areas that excite you, inspire you and fuel your curiosity. //



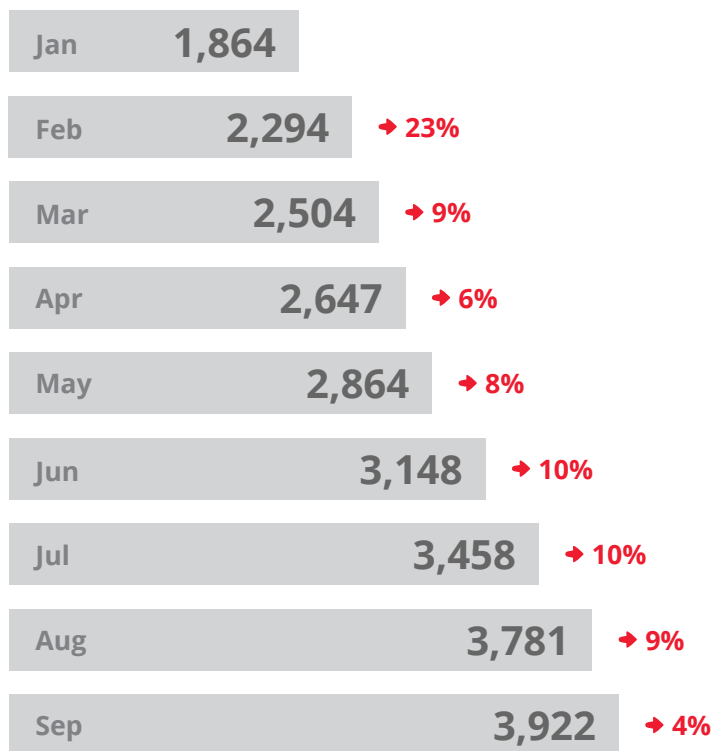


RESULTS

Users appreciated the always-available learning based on interests and the experience-based internal development that the hub provided.

Since the implementation of the tools the number of active users is steadily increasing, and on average saw **+10% increase of people logging in** monthly.

TOTAL NO. OF PEOPLE LOGGED IN



CHALLENGES AHEAD

- Move managers from hoarding to cultivating talent.
- Develop even more flexible comp strategies.
- Continue work of global career solutions and localized adoption.

“DIY BECOMES DO IT HERE”

A recent success story that exemplifies the power of experience-based career stories is from Berlin.

Brands4Friends (an eBay brand) is Germany’s largest shopping club for fashion and lifecycle with over 8 million members.

They led a localized effort to support career development and the adoption of Career Navigator (Fuel50). **Their adoption rate was 80%!**

By assessing and then discussing talents and areas of interest, one employee shared that her hobby is everything DIY (Do It Yourself). This is her passion! Because this information came to light, she will soon be working on a new vendor project in the DIY category. She is thrilled, and her insights and experience in this area will be a great asset for eBay as well. Win, win.