ManpowerGroup® Solutions

# RPO Solution Streamlines Recruiting Processes Across 25 Subsidiaries

## Business Issue

A global beverage manufacturer with a total of 25 subsidiaries merged into one Japan-based company in 2014. Each of the 25 subsidiaries had separate recruiting practices and the client needed to consolidate and standardize recruiting and onboarding across all of the merged companies.

The company faced challenges common when subsidiaries are involved. Specifically, there was no consistency in compliance and documentation, compensation models or employer brand. The company needed a recruitment process outsourcing (RPO) partner capable of standardizing processes across multiple entities while solidifying the overall employer value proposition.

## Solution

Transparent communications provided the foundation for the streamlining effort. As a first step, the ManpowerGroup team developed and implemented an internal communications strategy to bring all stakeholders up to speed about the process and objectives. The team then conducted an analysis of existing recruiting processes with multiple business unit stakeholders.

ManpowerGroup implemented an end-to-end RPO model (from requisition to onboarding).  The solution included an onsite presence of recruiting professionals. In order to properly assess what was needed, a project manager was assigned to each subsidiary to assess recruitment process issues, candidate selection process, and onboarding processes.

After a thorough analysis of each process, a decision was reached to separate "routine" and "non-routine" processes. Routine processes include all day-today aspects of recruiting and engagement with the client's lines of business. These activities are facilitated by an onsite team operating from the client's location. Non-routine processes include all of the back office support – data entry, research, interview coordination, etc. These are handled by ManpowerGroup's offsite RPO operation center. This division of labor created a far more cost-effective and efficient approach for the client.

The program is currently ongoing and has effectively standardized multiple recruitment processes into one universal recruitment flow.

> " Standardizing the recruiting process across so many decentralized programs is a difficult task. The ManpowerGroup team provided such a high level of technical support, transparent communications and day-to-day engagement that we were not only meet our program goals, but we also drastically reduced costs. "
>
> —HR LEADERSHIP TEAM

## Results

The RPO team has met all established metrics. Key outcomes include:

» Successfully hire over 1,000+ employees on an annual basis Drastically improved cost effectiveness

» Reduced recruiting costs to one third of original recruiting costs