



# #Relationships Matter

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DELIVERING COMPETITIVE ADVANTAGE



ManpowerGroup™



# Talent and the Networked Economy

This booklet outlines ManpowerGroup's #RelationshipsMatter programme. Collaboratively delivered through social, mobile and digital, #RelationshipsMatter provides our clients with the competitive advantage to win the war on talent in The Human Age.

Today, three billion people globally are online, and two billion of those use social networks. With 80% of the population expected to have a supercomputer in their pocket by 2020, the world is connected in ways barely conceivable just ten years ago.

Web 2.0, near-ubiquitous broadband and the proliferation of smart mobile devices have led to fundamental behavioural shifts too. Google describes Generation C not in terms of age, but in terms of activities:

- Connection 91% sleep with or next to an Internet-connected phone
- Creation 65% upload photos to social networks
- Curation 76% share content on Facebook
- Community 88% maintain a profile on at least one social network

These fundamental shifts create significant challenges – and opportunities – for strategic HR and talent professionals.

# #RelationshipsMatter

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#RelationshipsMatter began as an internal change and innovation programme. The programme focused on the mastery of emergent digital technologies not as an end in itself, but as tools to foster the relationships that matter, driving improved recruitment outcomes for ManpowerGroup and our clients.

Our vision was clear: the ability to positively influence at an individual level would be based on our capacity to build and maintain meaningful relationships: with talent, with each other, and in partnership with our clients.

#RelationshipsMatter was focused on using social and emerging technologies to drive best-in-class performance in three areas:

- Access to talent
- The ability to build and manage meaningful online relationships
- The ability to embed change and digital transformation in order to become a social business

Today, #RelationshipsMatter extends to digital innovation across our organisation, from our global Enterprise Partnership with Google to our employer branding capability.

At the heart of #RelationshipsMatter is our people.

# Our people

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We recognise we are both advocates and guardians of our clients' employer brands. Therefore, building the capability of our employees is at the heart of #RelationshipsMatter. Our approach was both bottom-up and top-down: engaging everyone in becoming a social business.

Firstly we embarked on an end-to-end digital skills programme, equipping all of our UK employees with the tools, time, training and trust to become expert networkers and social recruiters. This training was embedded via a RAD Award-nominated (the 'Oscars' of the recruitment industry) gamification programme, with consultants encouraged to find and engage a mystery candidate using a suite of search and cross-platform engagement techniques. In 2015, we have launched an Advanced Social Recruiter certification.

Secondly, we have identified and developed a network of in-house champions. These #GameChangers are provided with regular bespoke training in order to provide at-desk concierge support to our hundreds of individual consultants, including on-site specialists.

Thirdly, underpinning this continual professional development at all levels is our leadership team. From our tweeting MD downward, our leaders are committed to ensuring we deliver competitive advantage to our clients through better access and better efficiencies delivered by digital technologies.

# Collaboration

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Having trained our people, the second pillar of #RelationshipsMatter is our ability to share expertise and data insights by collaborating internally and externally.

Our global Enterprise Partnership with Google is the cornerstone of our capability. Google tools such as Drive and Hangouts are changing the way we work inside ManpowerGroup. This ability to share best practice and build virtual work teams is driving better solutions and better outcomes.

This matters to our clients. Firstly, we're able to provide actionable insights, from channel performance to people analytics. Secondly, our ability to identify and leverage relationships with talent has grown exponentially.

Finally, close collaboration with our clients is critical in unlocking the value of their networks. By helping them use their owned channels, and the networks of their hiring managers and employees, we're in a position to help positively influence employer brands, increase reach and improve candidate quality.

“ This ability to share best practice and build virtual work teams is driving better solutions and better outcomes. ”

# Platforms

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Having trained our people and put collaboration at the heart of our business, the third pillar of #RelationshipsMatter is access to talent. Attracting and engaging talent today requires a new, multi-channel approach.

The #RelationshipsMatter framework underpins our ability to reach talent and build compelling employer brands.

Our owned channels include our mobile-optimised brand websites such as [manpower.co.uk](http://manpower.co.uk) and [experis.co.uk](http://experis.co.uk), which receive more than one million page views every month. Linked to this is eCRM: we maintain opt-in relationships with thousands of candidates, enabling us to send targeted email marketing (and in some cases, SMS) to kick-start branding and recruiting campaigns. Our owned channels also include our extensive social communities: ManpowerGroup brands maintain vibrant communities on Facebook, Twitter, LinkedIn and beyond.

Secondly, we have developed considerable expertise in paid channels. Today, this extends beyond job boards to include social media marketing and behavioural targeting, allowing us to deliver creative messaging to highly targeted audiences anywhere, anytime and on any device.

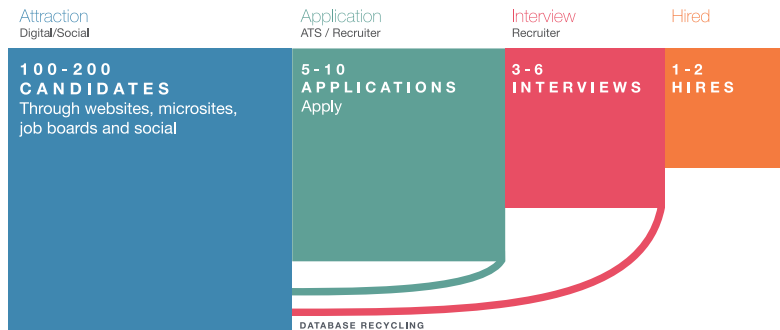
Thirdly, we drive advocacy and referrals to benefit from earned media, wherein employer brand messages and opportunities are shared via individuals using their personal networks.

Finally, beyond content-led recruitment marketing, we have developed deep candidate search capabilities, including a bespoke search tool, enabling us to identify and engage passive talent.

This blended capability drives improved reach, candidate quality and enables us to reach both active and passive candidates. This agile, evidence-based approach to employer branding and recruitment means we are able to confidently predict the efficacy and cost of differing approaches, and is consistently delivering improved recruitment outcomes for our clients.



We are able to identify and engage both active and passive talent, locally and globally.



*Our evidence-based approach enables us to accurately predict the outcomes of recruitment marketing campaigns.*

# Delivering competitive advantage to your organisation

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Encompassing web, digital, social, mobile and our global Enterprise Partnership with Google, #RelationshipsMatter delivers our clients competitive advantage and enhanced employer branding, quality, time cost and hire results.

Here's why:

## Expertise

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Our consultants are social recruiting experts. That means they know how to advocate your opportunities and brand, identify and engage candidates, and work smarter and faster on your behalf.

## Relationships and access to talent

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Through our social business collaboration programme, every single ManpowerGroup recruiter has instant access to a global network of peers and experts. This drives knowledge, faster placements, and enables us to build scalable virtual global recruitment solutions.

Externally, we maintain relationships with more than ten million global business professionals. Meanwhile, our UK websites attract more than two million unique visits every year, equivalent to 5% of the UK population eligible to work. We have the audiences and the relationships to digitally activate both volume and specialist recruitment campaigns at the push of a button.



## Capability

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From mobile-optimised campaign microsites to real-time analytics, from targeted email campaigns to mobile SMS application gateways, from social media marketing to audience retargeting, from video interviewing to people analytics, ManpowerGroup has the capability to drive improved performance through the entire recruitment lifecycle.

## Agility and efficiency

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With active talent pools, predictive campaign optimisation through historical data, actionable relationships with talent, and agility built into our business model, ManpowerGroup is ideally positioned to think fast and act fast. By using digital technologies, our solutions are efficient and scalable.

## Innovation

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The world of recruitment has changed, and ManpowerGroup has changed with it. But we're not resting. On our horizon are client-led Hangouts with talent, predictive optimisation of our digital attraction campaigns, enhanced Google-powered in-house search capability, crowd-sourced employer referral apps, and third-party accreditation for our bespoke social recruiting training.

## Thought leadership

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As the world leader in innovative workforce solutions, ManpowerGroup provides thought leadership and analysis of the new world of work. From the Manpower Employment Outlook Survey and The Human Age Series, through to our innovative analysis of UK Tech Cities, we deliver the intelligence that helps organisations win.



# Case studies



# Social recruiting and the public sector

Our client, a government agency based in Wales, needed to recruit software engineers. Confronted with significant location, sector and employer brand challenges, Experis used social media to attract talent ready to participate in the public sector's digital revolution.



## The Challenge



SOFTWARE ENGINEERS WANTED

## Challenges



The market for software engineers is London-centric.



The public sector is not the destination of choice for software engineers.



The client lacks a clear employer brand.



We created career-specific social media channels and three bold employer brand campaigns to reach passive talent across the UK.

## The Solution



## The Results





# #Relationships Matter

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