





GLOBAL SVP DIGITAL TRANSFORMATION & INNOVATION
RANDSTAD

Ximo Soler

How can you win the war for talent?

Being human in the technology-driven world of work

Ximo Soler
Global SVP Digital transformation & innovation
Randstad Global



BACK TO THE FUTURE

FRANKIE
SAYS
RELAX

GOONies



CHOOSE
LIFE

800s

WHAM!





ATIVE

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Benefits!
36
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INTER

DRIVERS

Busy Boston area courier
company looking for inde-
pendent Service Providers.
Must provide your own ve-
hicle. Routes available.
Call Rich 781-589-7819.

GENERAL

APPLY NOW EXPANDING

Candidates that are
Team Oriented, Ambitious
and Have a Great Attitude
\$900-1400 wkly avg
We Train and Promote
from within. To Schedule
Call 857-400-2230

P
SEM
Press &
Sheet
Digital
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61

D
C
Local
Courier
Indepo



What's your story?

... Post Card ...



Mrs. Sophia Farber
Audubon

Camden Co

New Jersey

Mrs. Phoebe Farber -



Now in 2019...

has the candidate
experience changed
that much?



7-10

0-16 m





允许使用手机
但风险自负
CELL PHONES

请勿使用手机
NO CELL PHONES

微信+乞討
還中1元還你10元...



candidate expectations

45%

expect to hear back
from an employer
within
3-5 days

21%

expect to hear back
within 48 hours!

66%

have applied for a job
online - and never
heard back

79%

agree: "My experience
when applying for a
job affects my overall
opinion of the
company."

It's most
important for
the hiring
process to be:

56% - Simple
27% - Convenient
17% - Fast



Now in 2019...

~~has the candidate
experience changed
that much?~~ And what about workplaces?









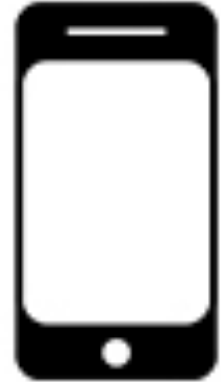
Is work a place anymore?

How will the following employee types change as a share of your total labor force over the next 10 years?

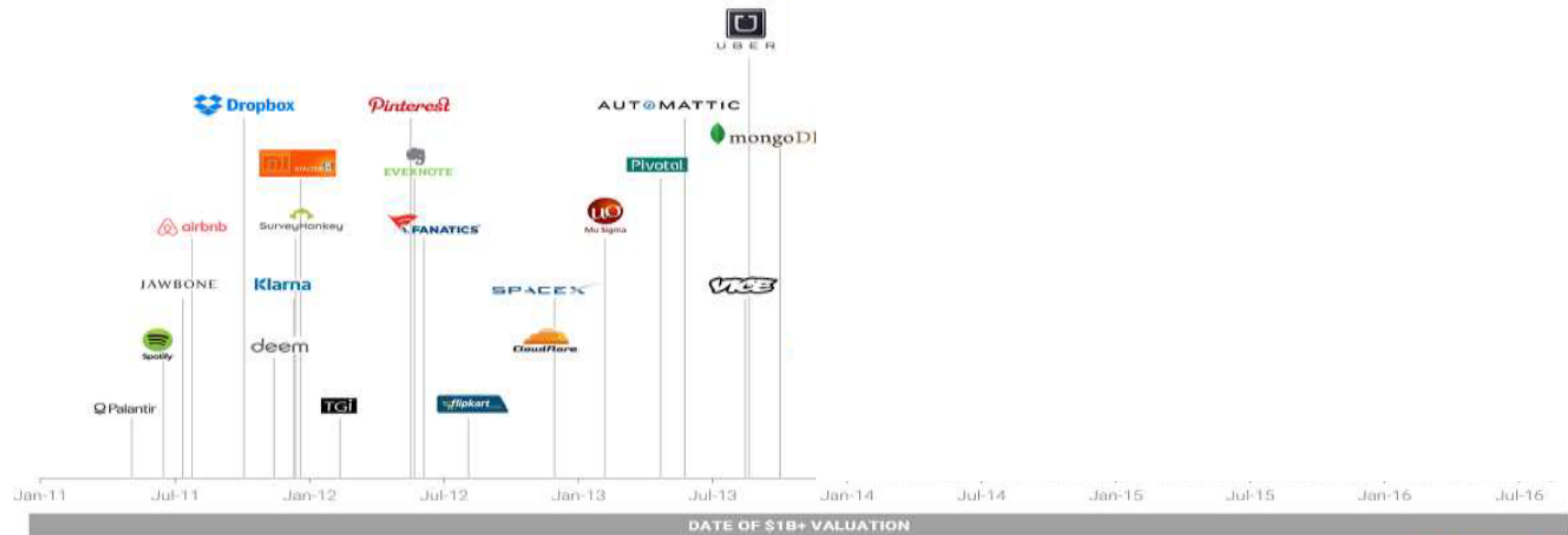
	Significant decrease	Moderate decrease	About the same	Moderate increase	Significant increase	Net increase - decrease
Outsourced workers	4%	4%	42%	39%	10%	41%
SOW consultants	2%	12%	33%	40%	14%	39%
Freelancers	3%	8%	47%	33%	10%	32%
Agency temporary workers	6%	14%	36%	36%	7%	23%
Internal temporary workers	6%	9%	57%	21%	7%	13%
Independent contractors	9%	17%	38%	28%	7%	9%
Part-time employees	5%	10%	63%	19%	2%	7%
Full-time employees	8%	36%	37%	15%		-24%



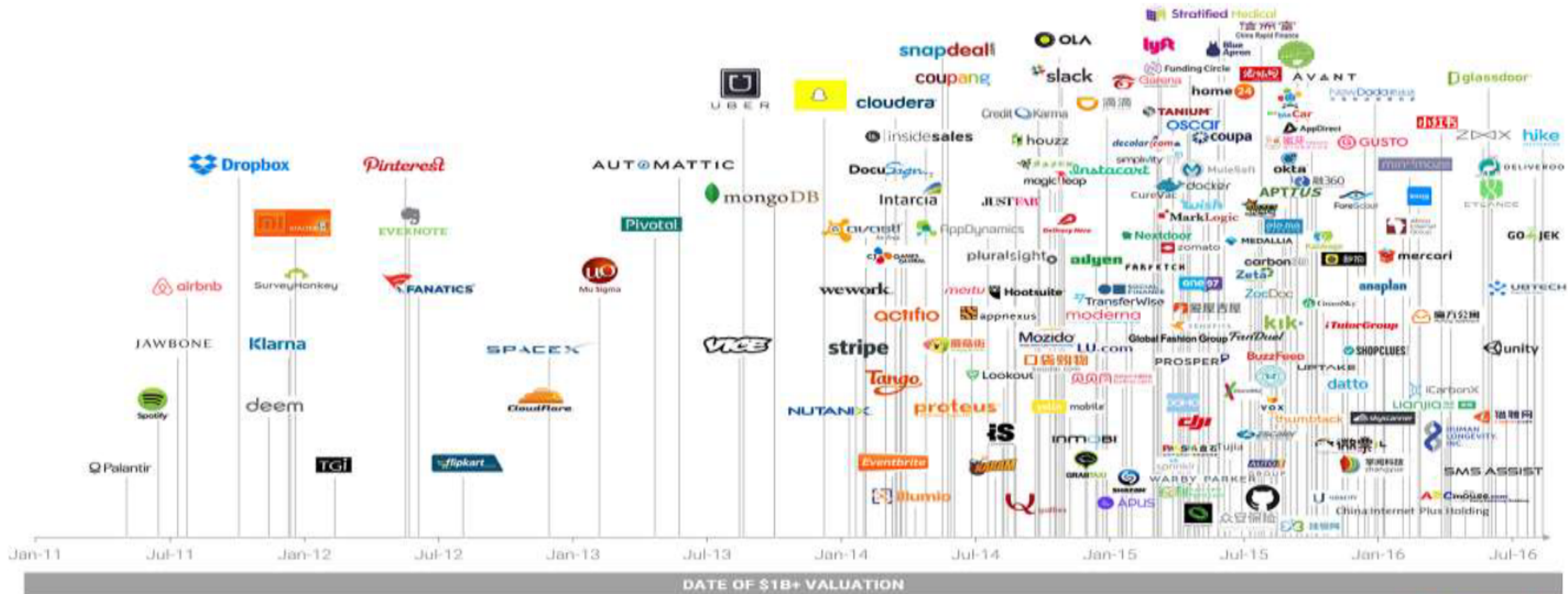
NUMBER OF YEARS IT TOOK FOR EACH PRODUCT TO GAIN 50 MILLION USERS:

Airlines	Automobiles	Telephone	Electricity	Credit Card	Television	ATM
						
68yrs	62yrs	50yrs	46yrs	28yrs	22yrs	18yrs
Computer	Cell Phone	Internet	iPods	Youtube	Facebook	Twitter
						
14yrs	12yrs	7yrs	4yrs	4yrs	3yrs	2yrs

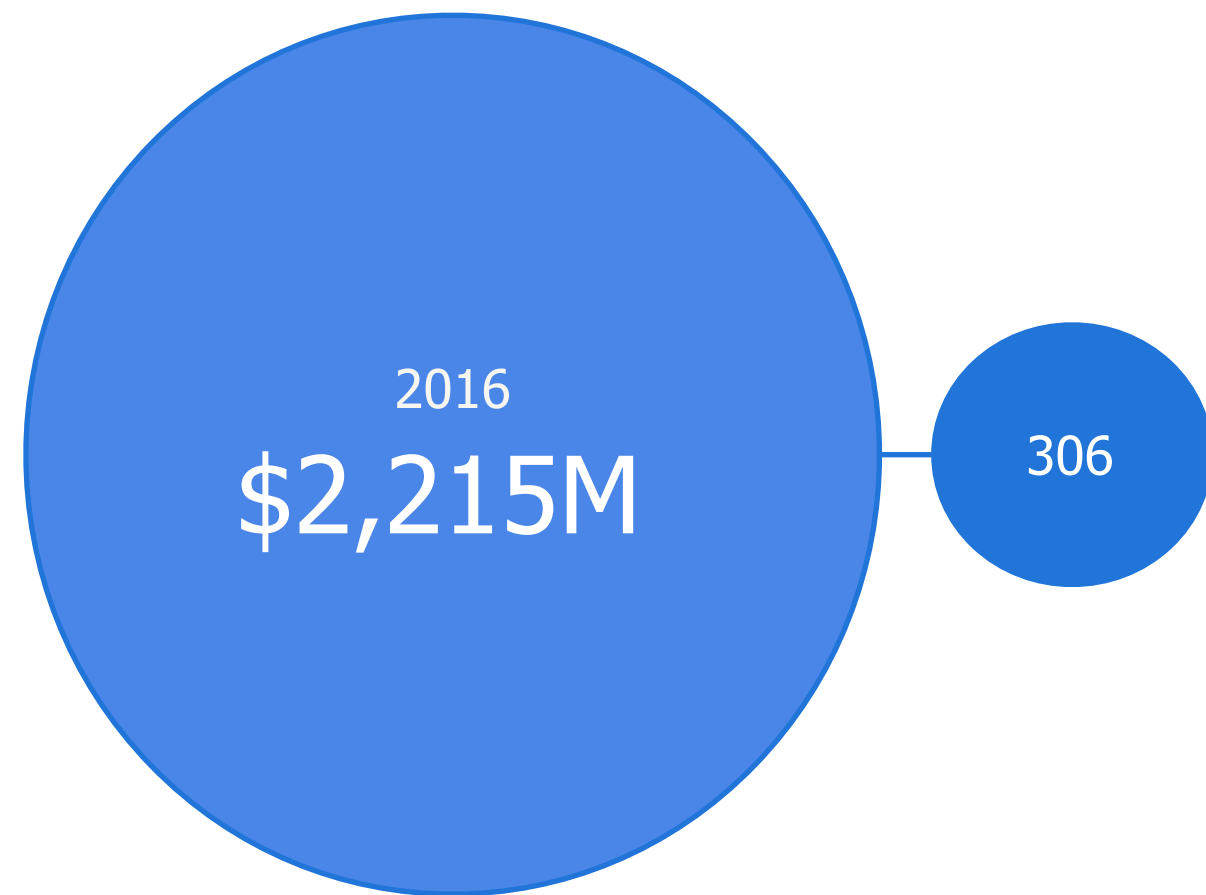
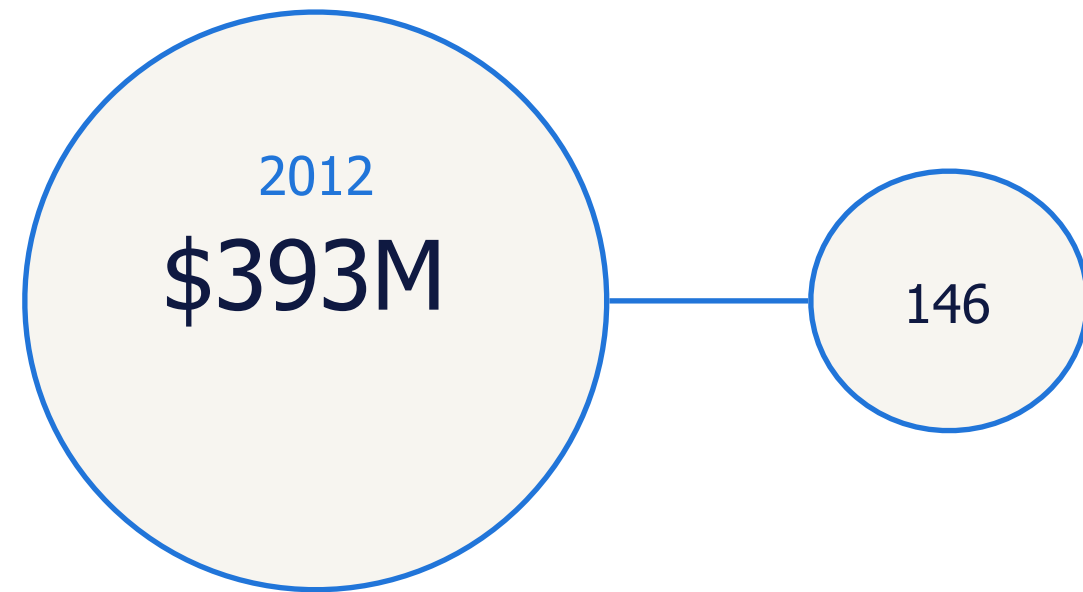
Disruption: The Unicorn Club



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HR TECH: 125+ COMPANIES REINVENTING HUMAN RESOURCES



CAREER DEVELOPMENT / COACHING



WORKPLACE CULTURE



COMPENSATION AND BENEFITS



CANDIDATE TRACKING AND RELATIONSHIP MANAGEMENT



CANDIDATE SCREENING / VETTING



HR AUTOMATION



JOB BOARDS / RESOURCES



FLEXIBLE HIRING



TECH HIRING



COLLEGE / GRADUATE HIRING



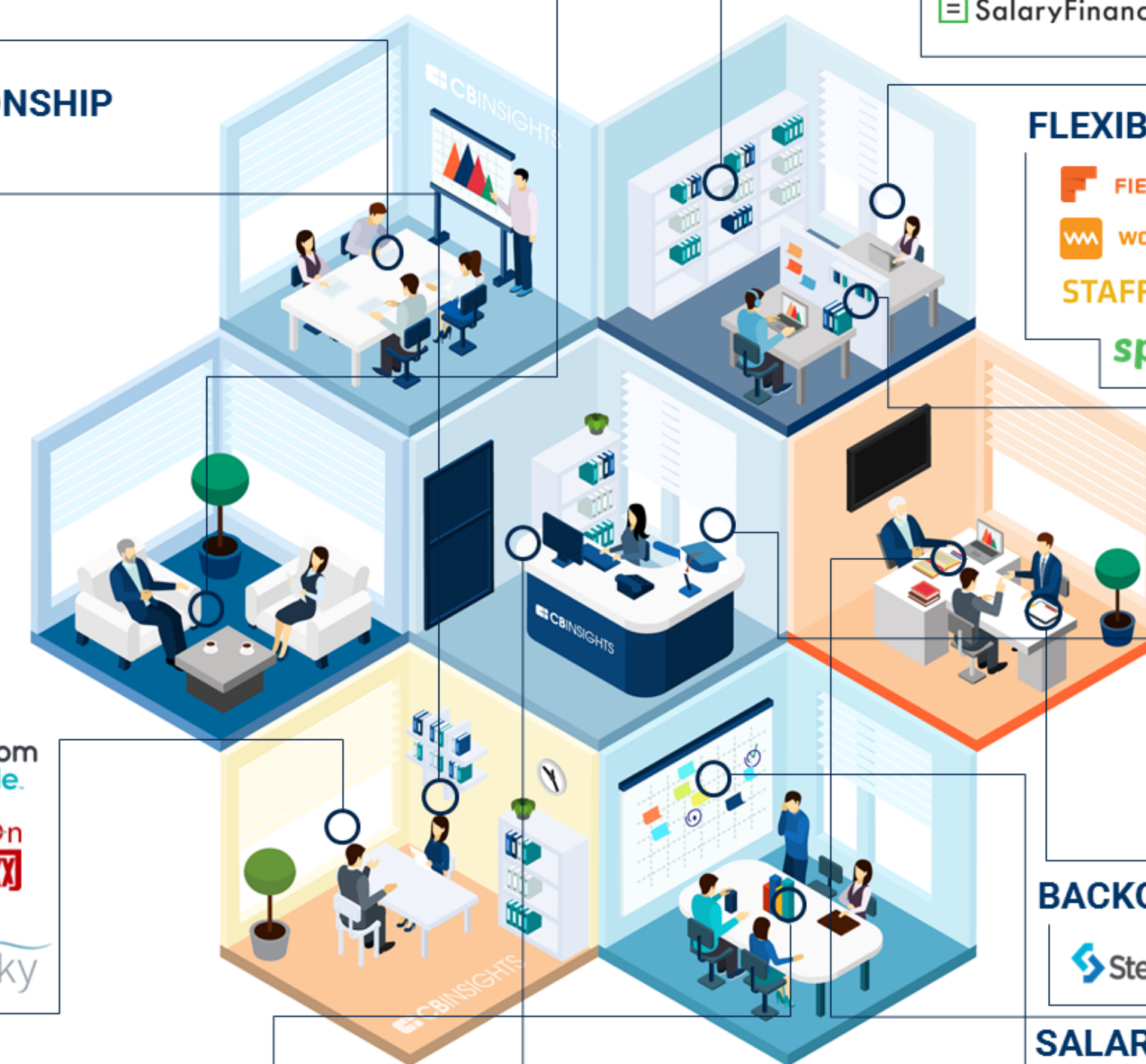
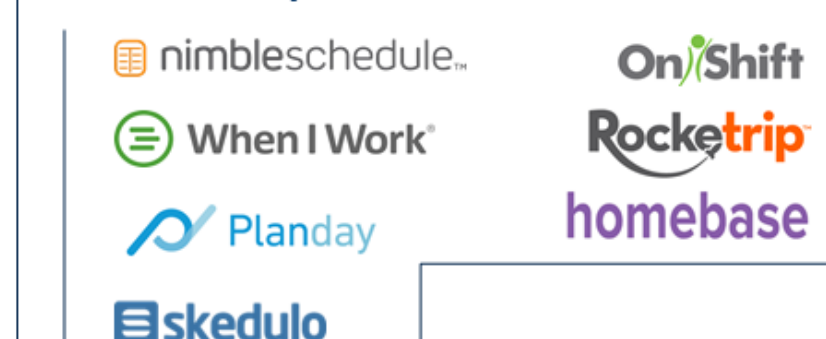
BACKGROUND CHECKING



SALARY COMPARISON TOOLS



STAFFING / SCHEDULING



Source

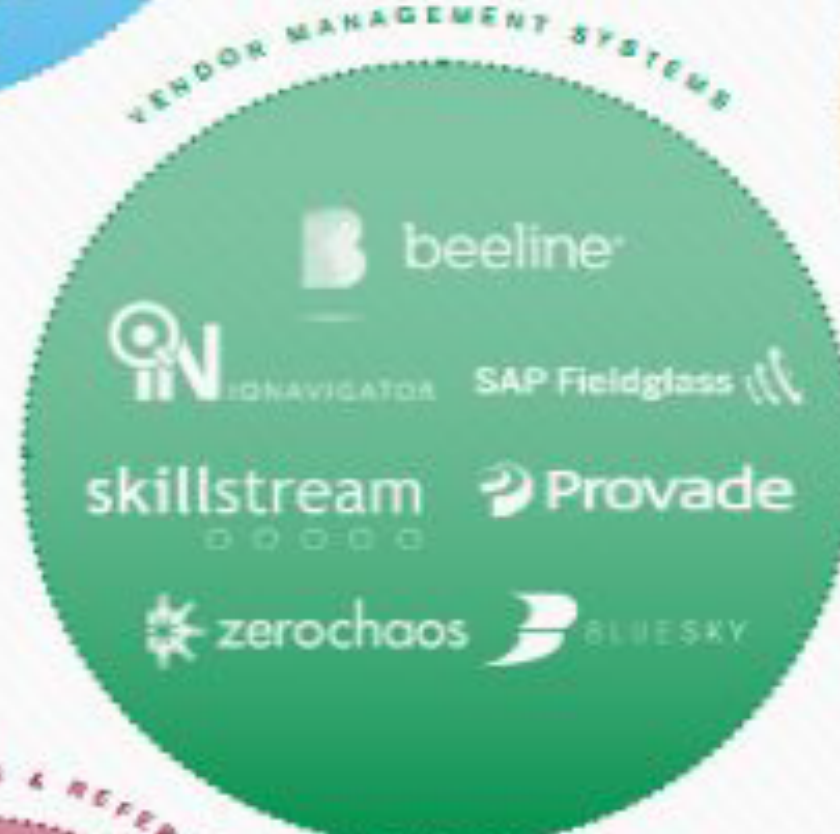
Engage

Select

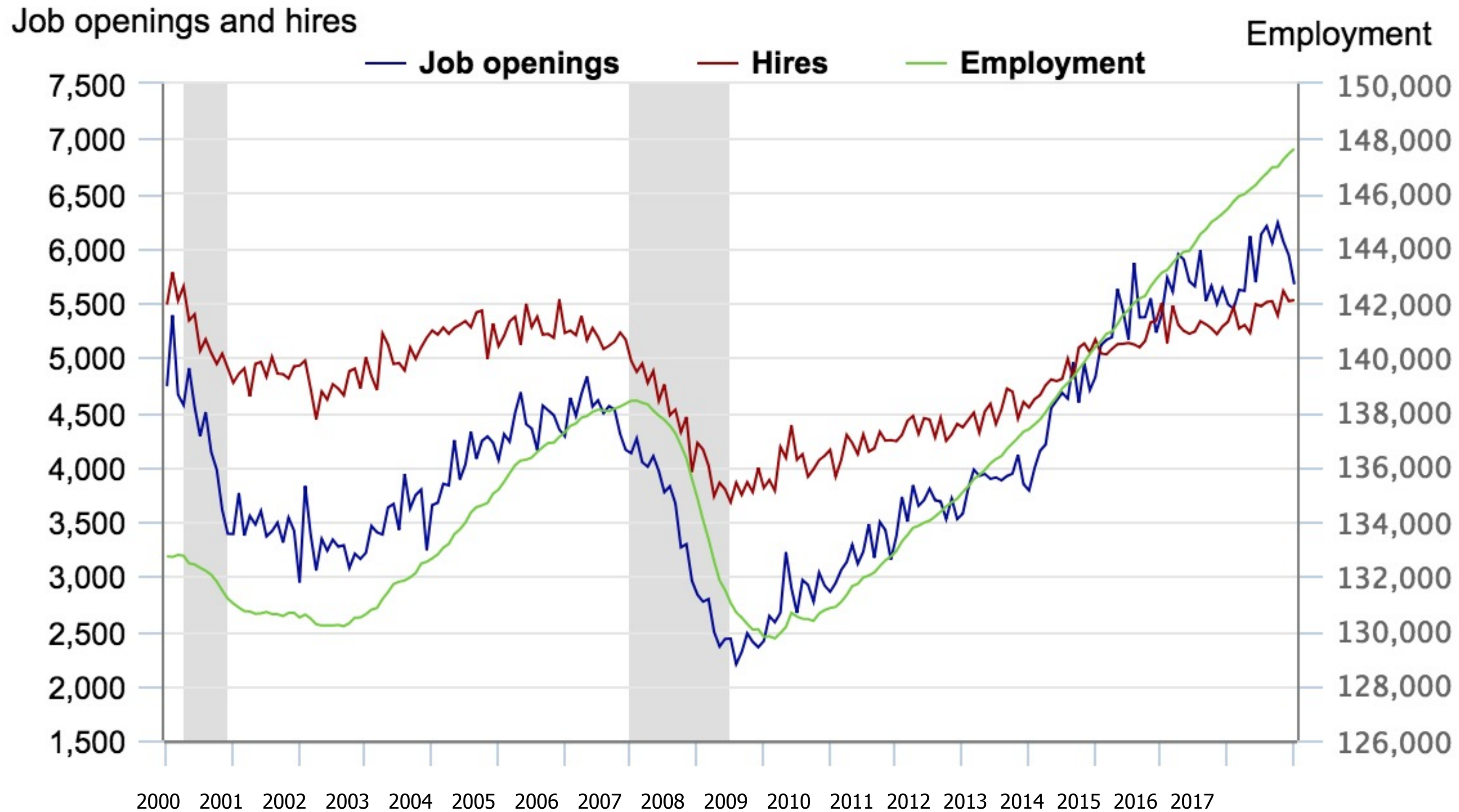
Hire

Candidate Focused

Employer Focused



tougher war for talent

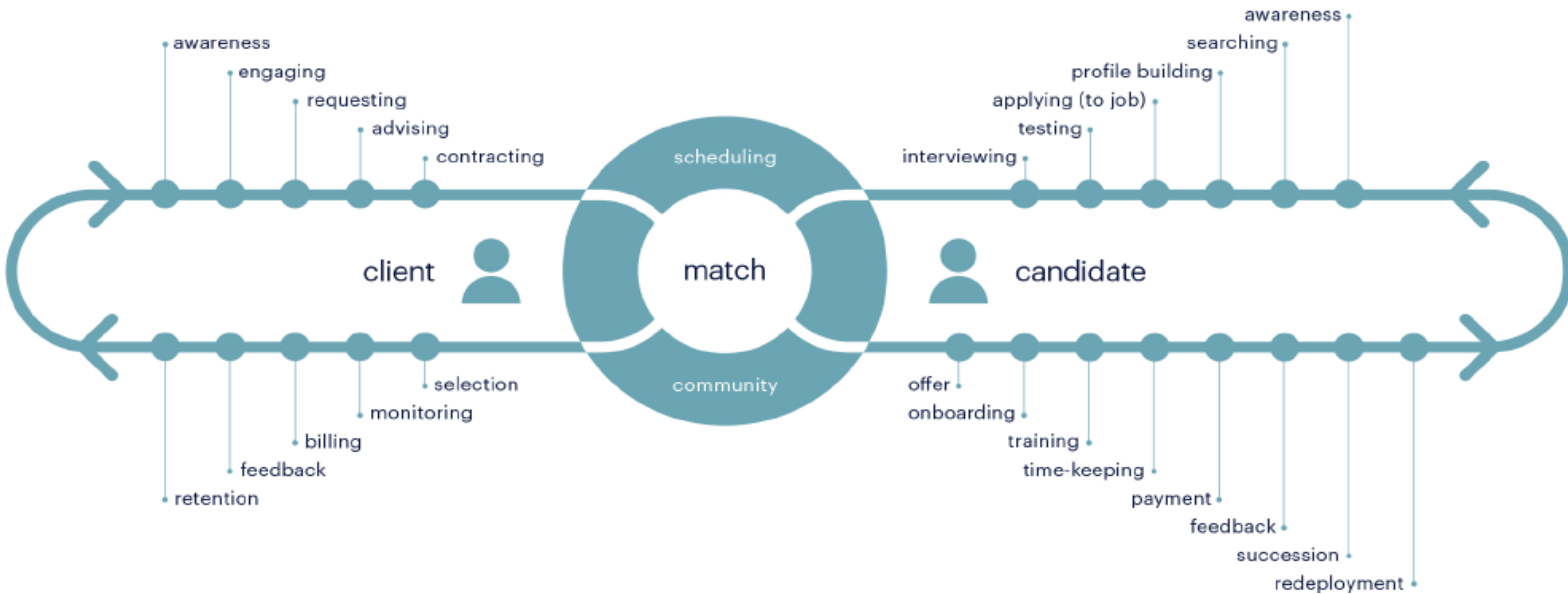


Sources: U.S. Bureau of Labor Statistics, Current Employment Statistics, and Job Openings and Labor Turnover Survey.



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Our story



A man with dark, curly hair, wearing a checkered shirt, is sitting in a yellow office chair. He is smiling broadly and raising his right fist in a celebratory gesture. He is looking at a computer monitor which is out of focus in the foreground. The background shows an office environment with blurred figures and colorful wall panels.

to become a trusted
partner in our
technology-driven world

by delivering our
human forward
experience

our dream

The Human Forward Experience

- delivers consistent experiences that feel inherently more human at all digital and physical touch points
- transforms transactional interaction into relational experiences
- empowers our people to unlock the lifetime value of clients and candidates
- drive incremental innovation, define future experience and help building it



the human forward experience

comes to life with our three Human Forward brand promises

Promise 1



Transparency



You get insight into how your HR services needs are being met

Client



You get insight into where you stand in your job search.

Candidate

Promise 2



Guidance



You will have a partner providing HR guidance and expertise in every stage of your business lifecycle

Client



You will have a partner in every step of your career journey.

Candidate

Promise 3



Proactive



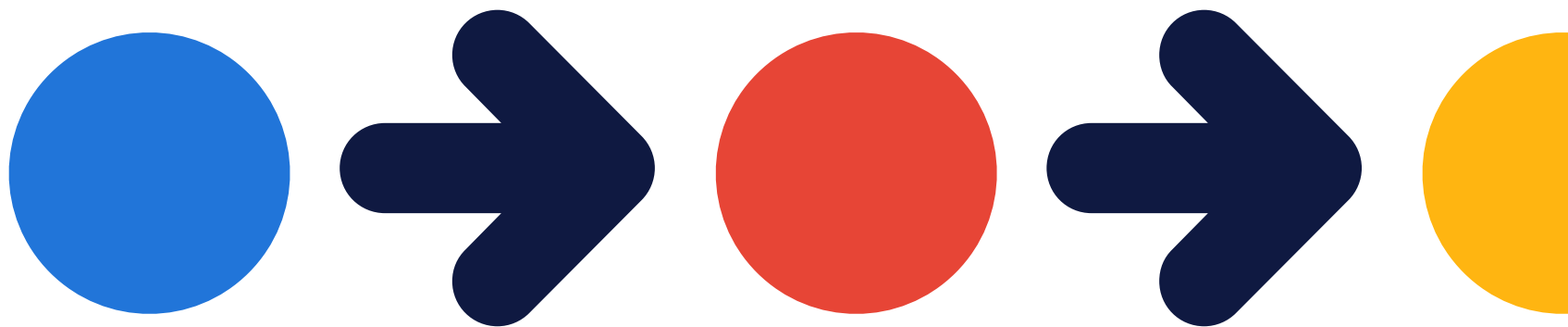
Your future human resource needs are anticipated, planned for and fulfilled.

Client



Your next job finds you before you start looking.

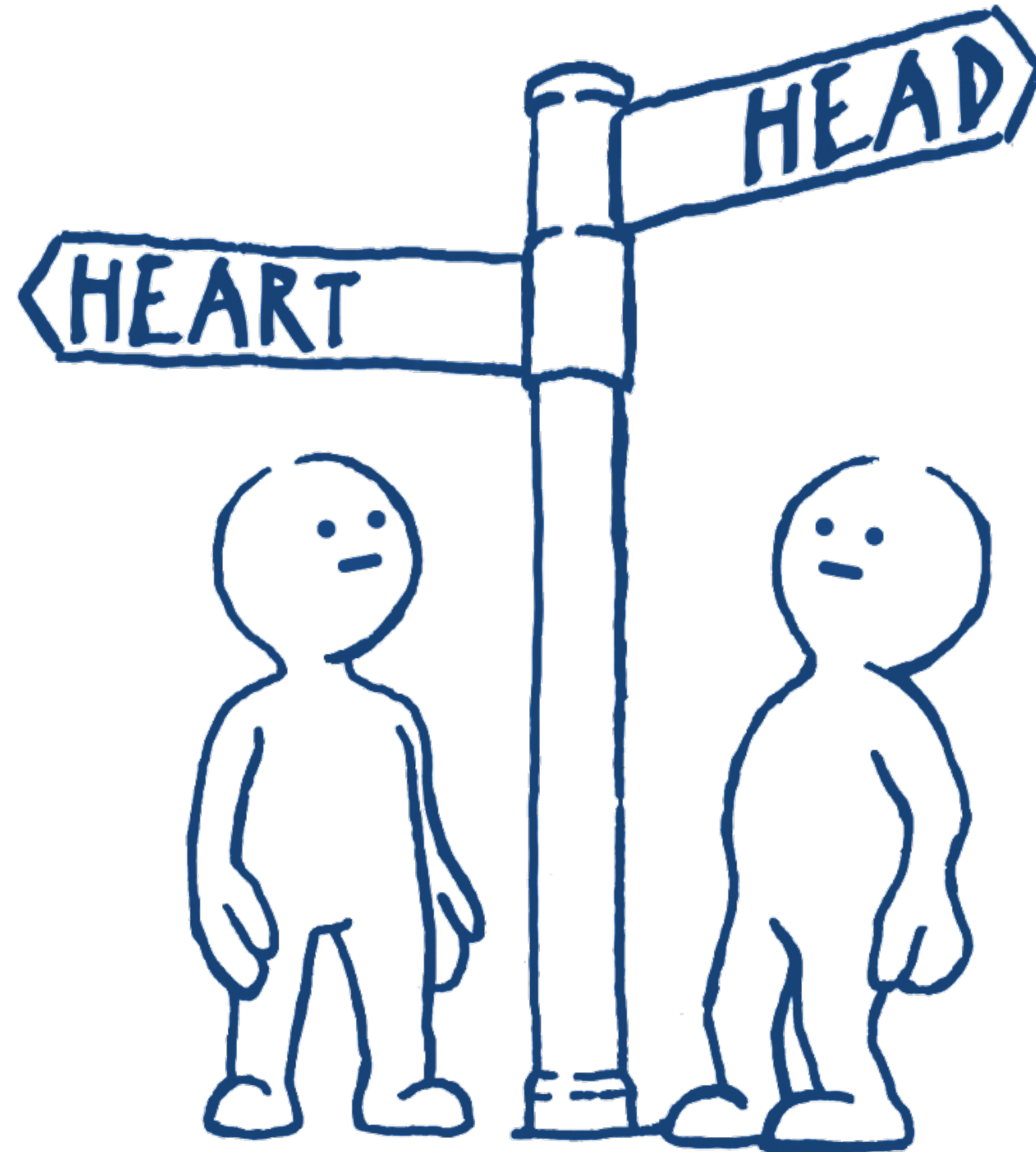
Candidate



In essence, customer and employee delight helps us to transition toward a human centric organisation.

	Product(ion) centric	Customer centric	Human centric
Vision	Focus on product	Focus on customer	Focus on purpose and people: both customer and employee
Management style	Directive, top-down	Well-defined responsibilities	Autonomous responsibility, bottom-up
Vision operating results	Profit is primary goal	Customer experience is primary goal, profit is consequence	Human centricity is primary, profit is a consequence
Cooperation	Everybody has his own tasks	Cooperation within the department	Cooperation between the departments
Vision role employee	Passive execution	Execution focused on helping customers	Active input for improvement
Involvement employees	Committed to own task	Committed to customers	Committed to organisation
Churn employees	High	Average	Low
Response external developments	Reactive	Proactive to customers, reactive to employees	Proactive
Organisation development	Conservative	Innovative front-office, conservative back-office	Innovative
Churn customers	High	Average / Low	Low

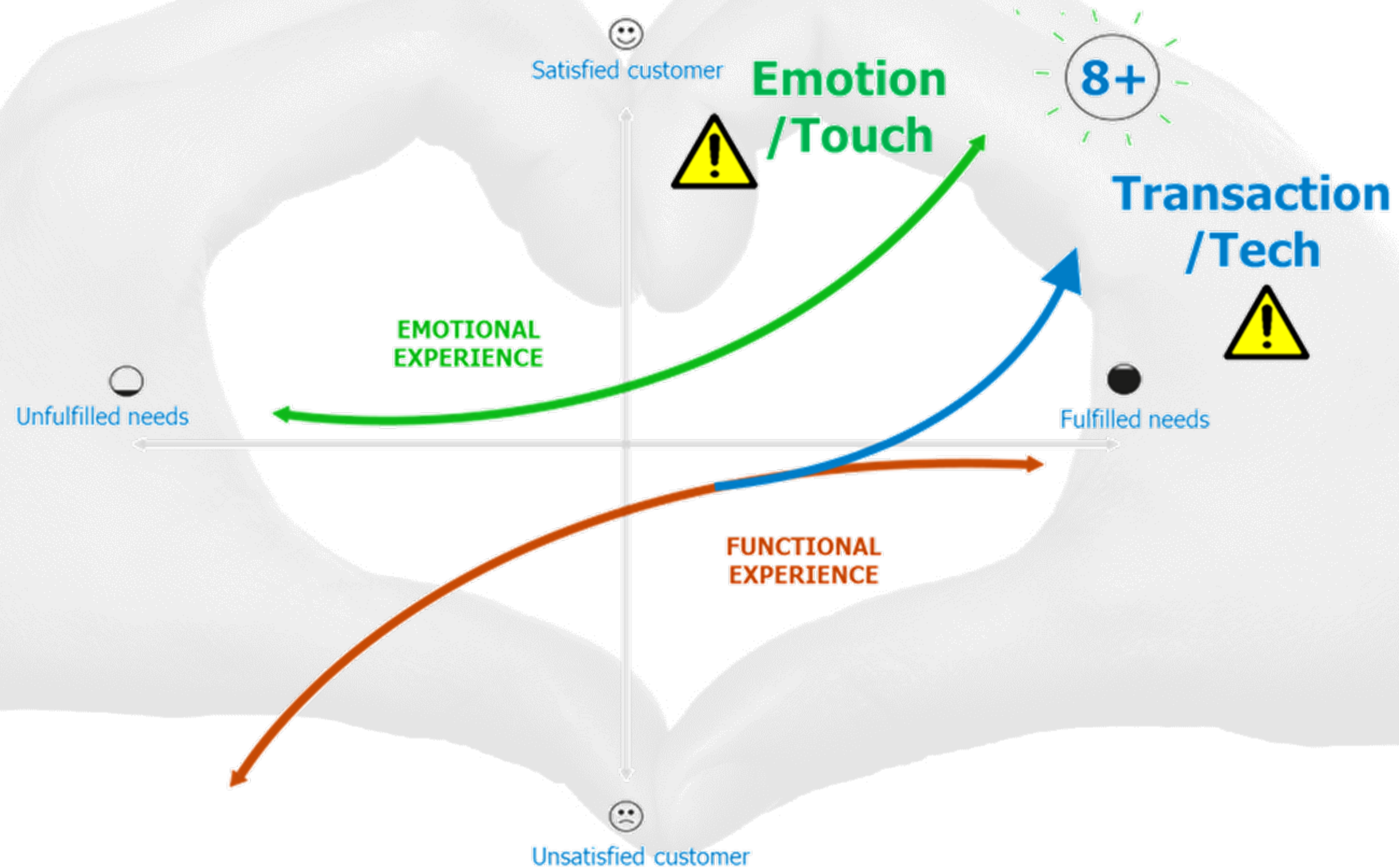
The most important issue for Customer Experience is knowing what the real **AND** latent drivers are.



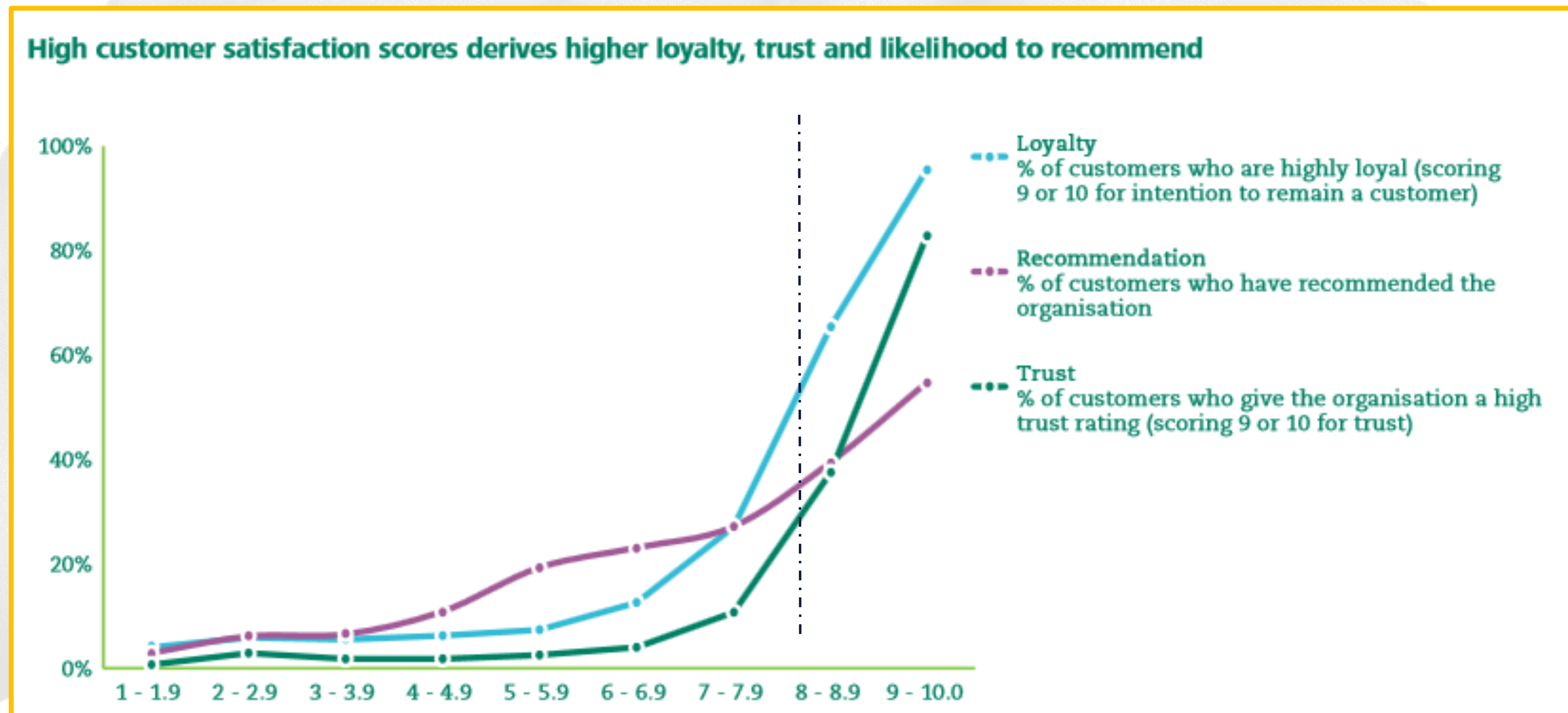
90%
subconscious
decision making

90% **conscious**
research

It is the combination of emotional AND transactional experience that makes the difference.



Why 8+? Because it has been proven that an 8 is the lever for more loyalty, recommendation and trust.



customer experience orchestrates seamless experiences by building connections



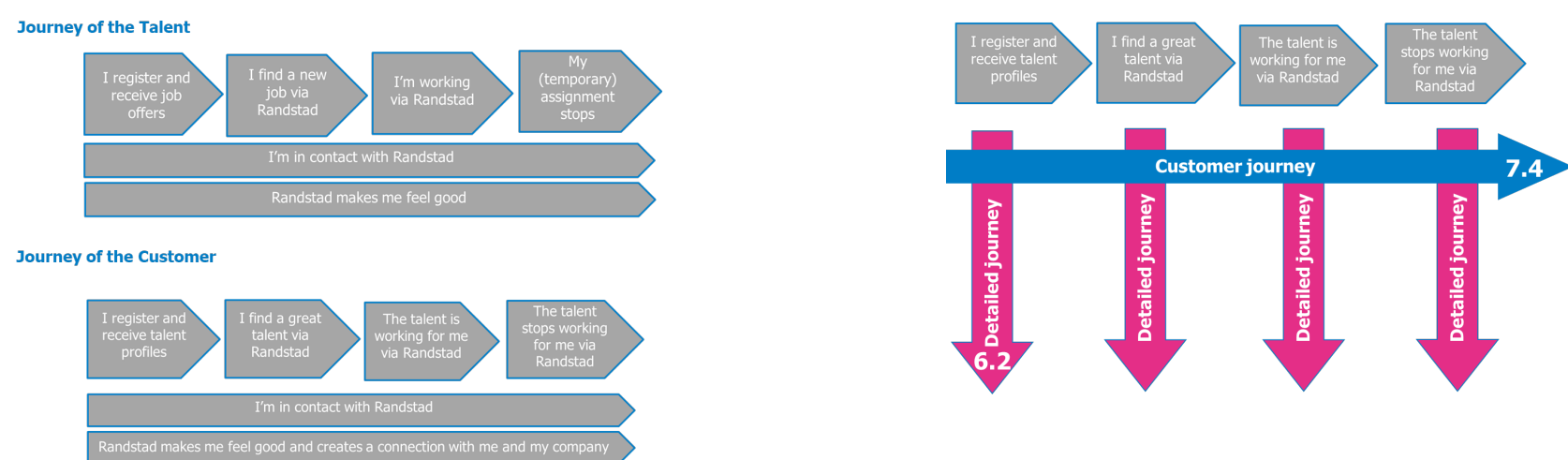
connects the user needs
to ensure that every touch point answers an unserved need

connects the journey
to enable continuous experiences through the whole journey

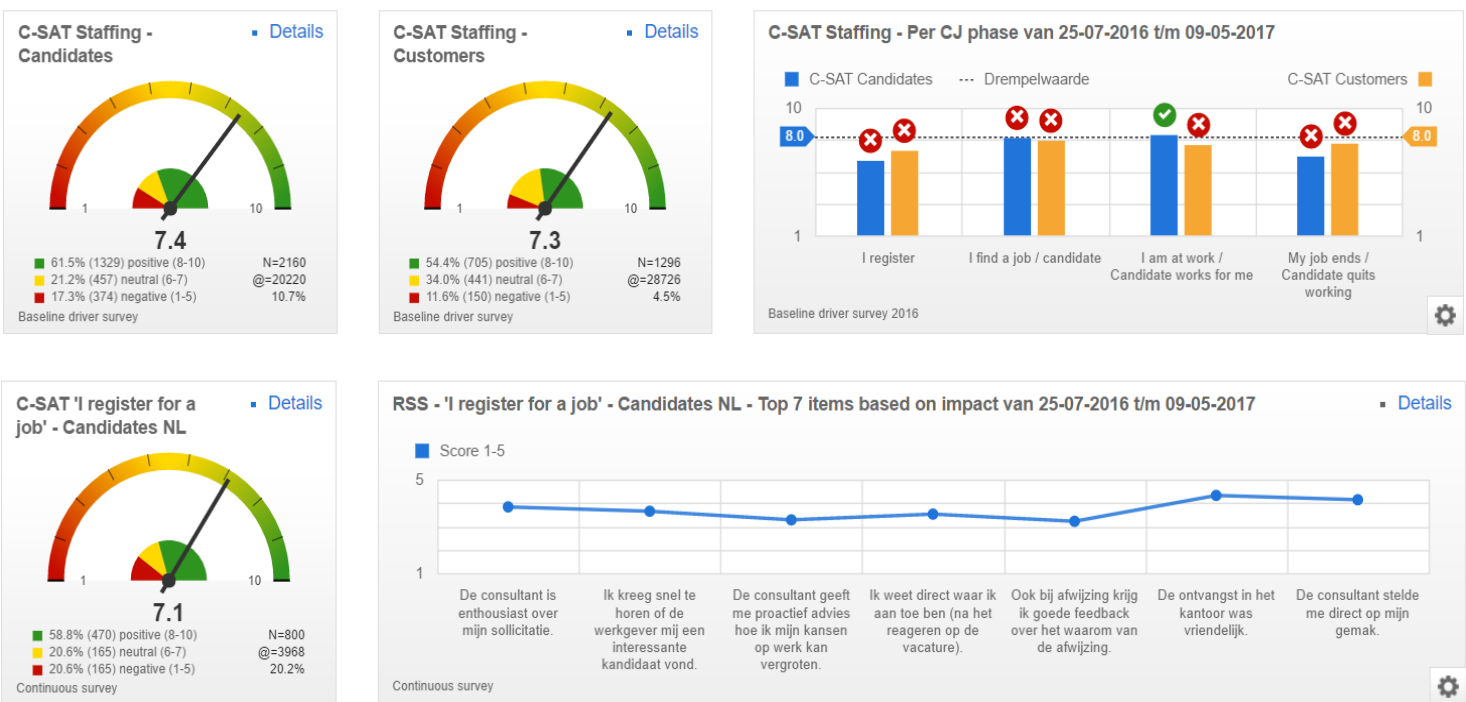
connects the organization
to encourage the required collaboration to enable excellence

Customer Delight is a pragmatic approach to enhance satisfaction of candidates, clients and employees.

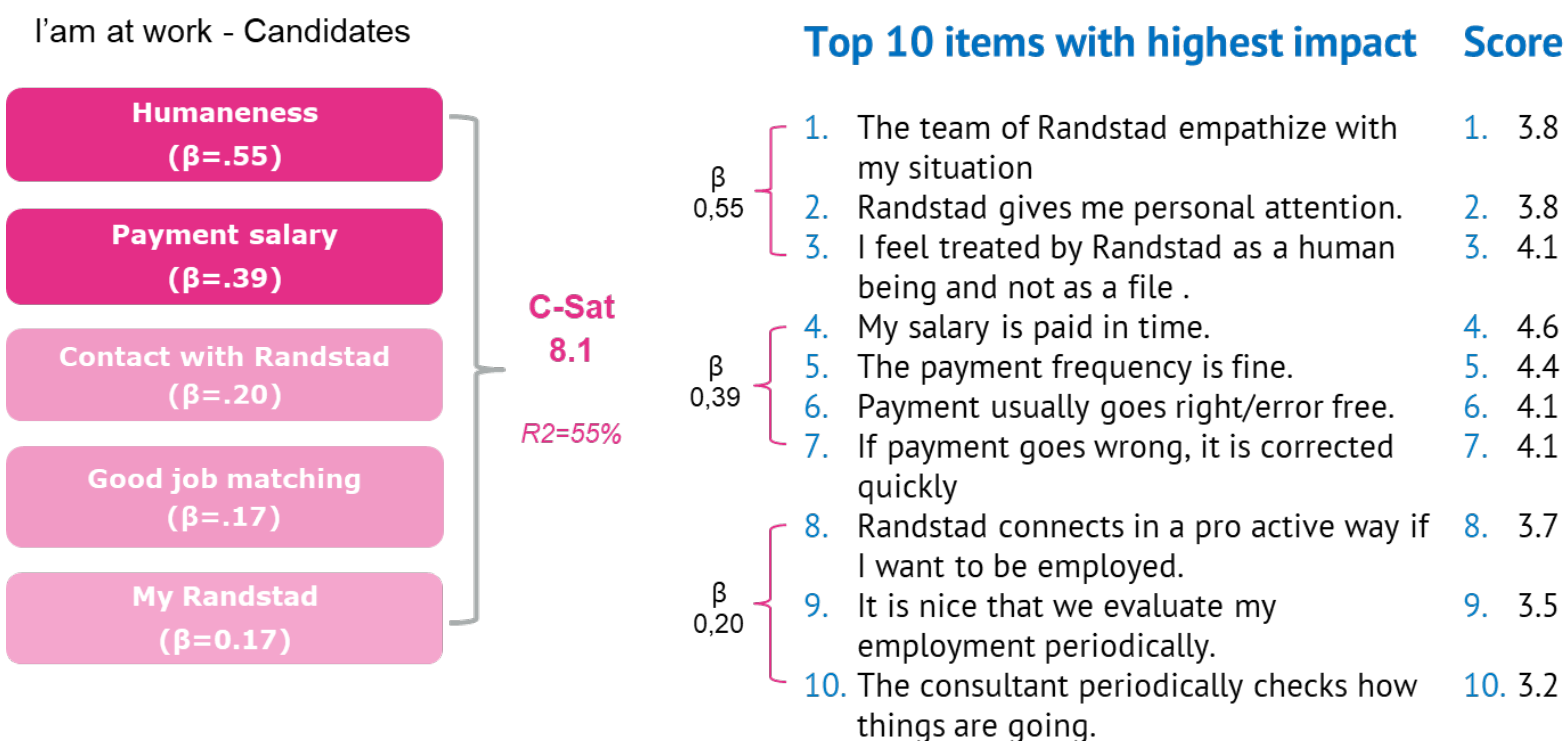
1 Based on the end to end journey and the detailed journeys, questionnaires are developed on transaction and emotion.



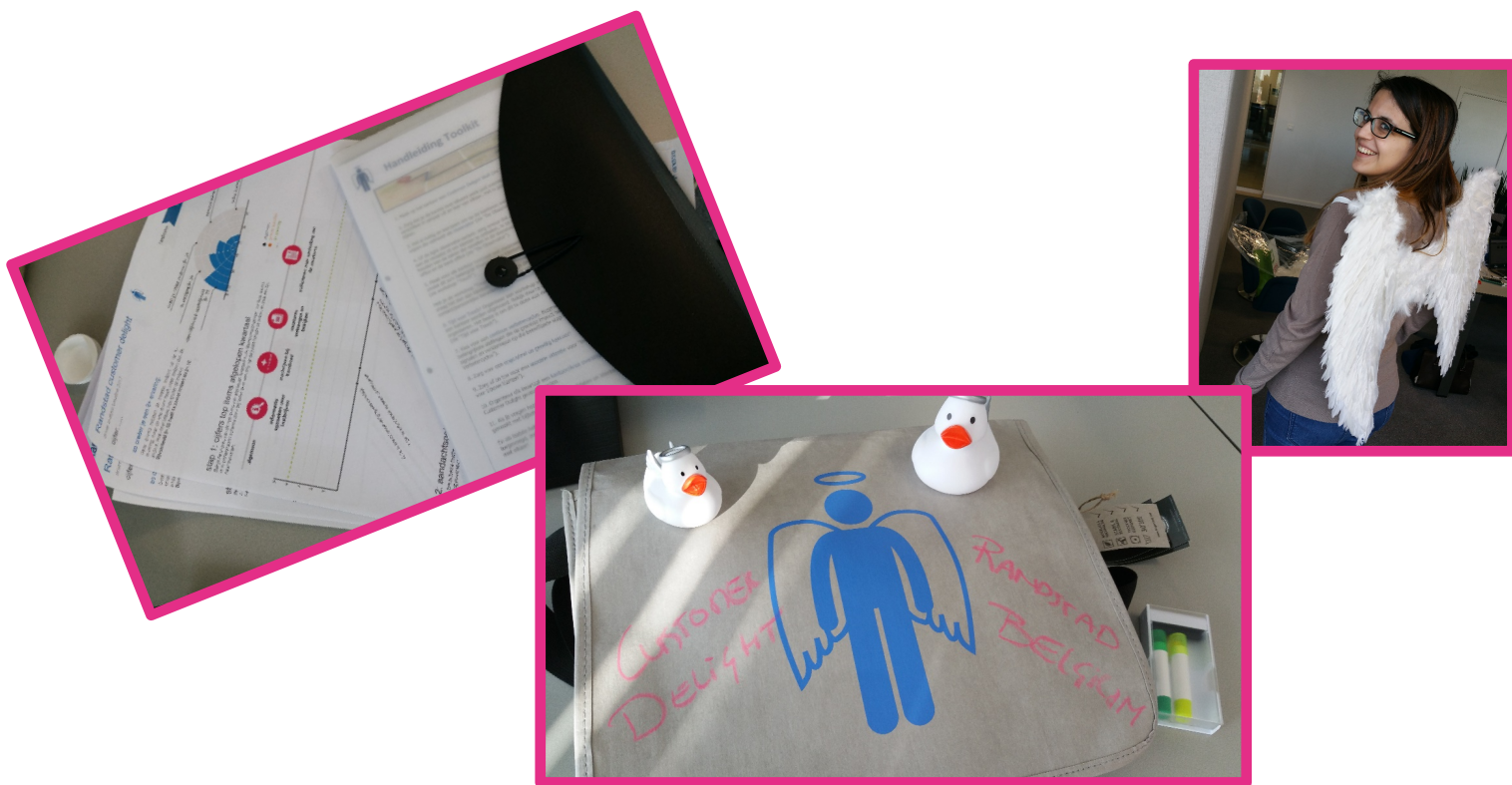
3 Then we use tooling to measure the drivers real time and continuously...



2 we find the real drivers of satisfaction through a scientific analysis.



4 ...and train & facilitate Customer Delight Angels to create delight in their branches



5 Anchor the customer delight way of working

Our customer delight approach allows us to move the needle



Latent drivers

Our scientifically proven methodology makes sure we find the real, latent drivers in each journey of our candidates to create impact where it matters to them...



Empowering those who can make a difference

.. with our bottom-up approach to ensure that our employees know and feel that they are the ones that make the difference. With very small changes in behavior, they can have a huge impact...

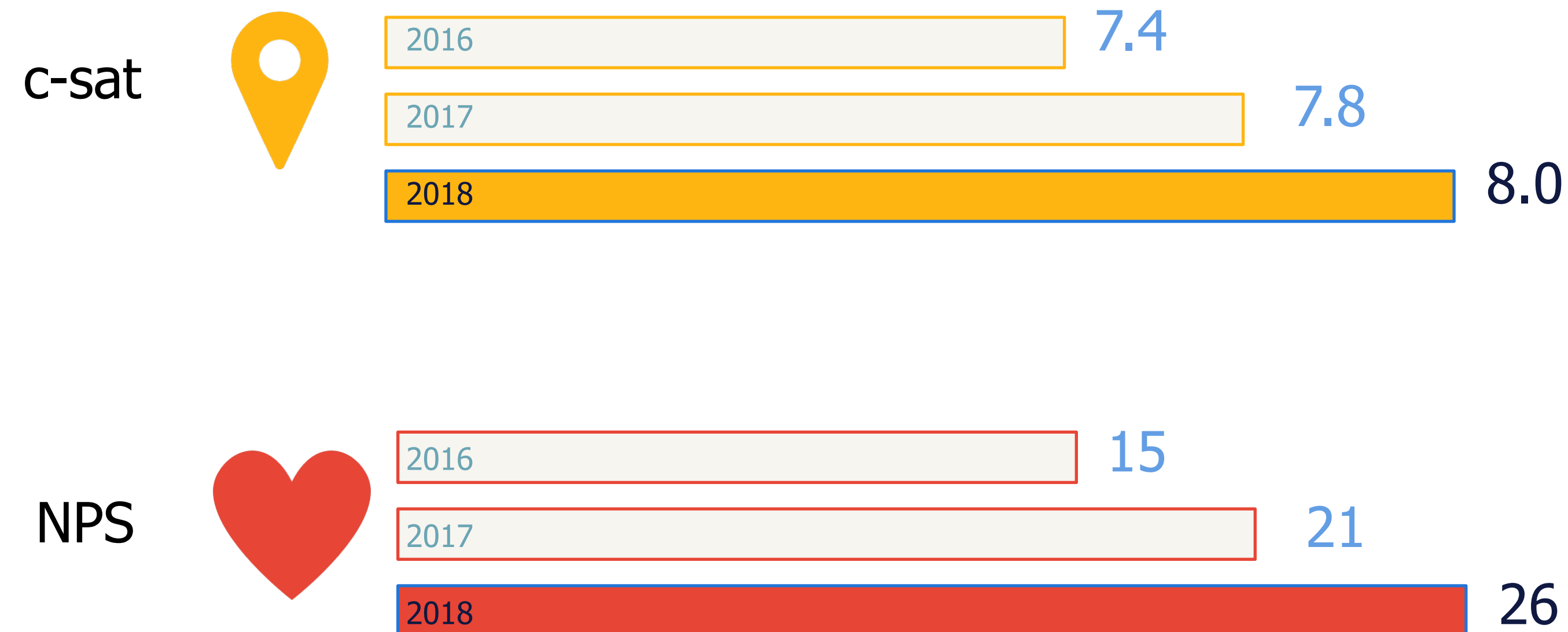


Data driven journey towards a human centric organization

...and we have a data-driven approach to see whether we are moving toward the culture of human centricity we want to achieve.



the delight approach gets us to where we want to be.
we've hit the 8 for Randstad Staffing Candidates in Belgium!



This is extra special, since almost all companies struggle to move beyond the 7 or 7.5 average!
Belgium had been between 7 and 7.4 c-sat in the last 15 years.

How does your industry look like?

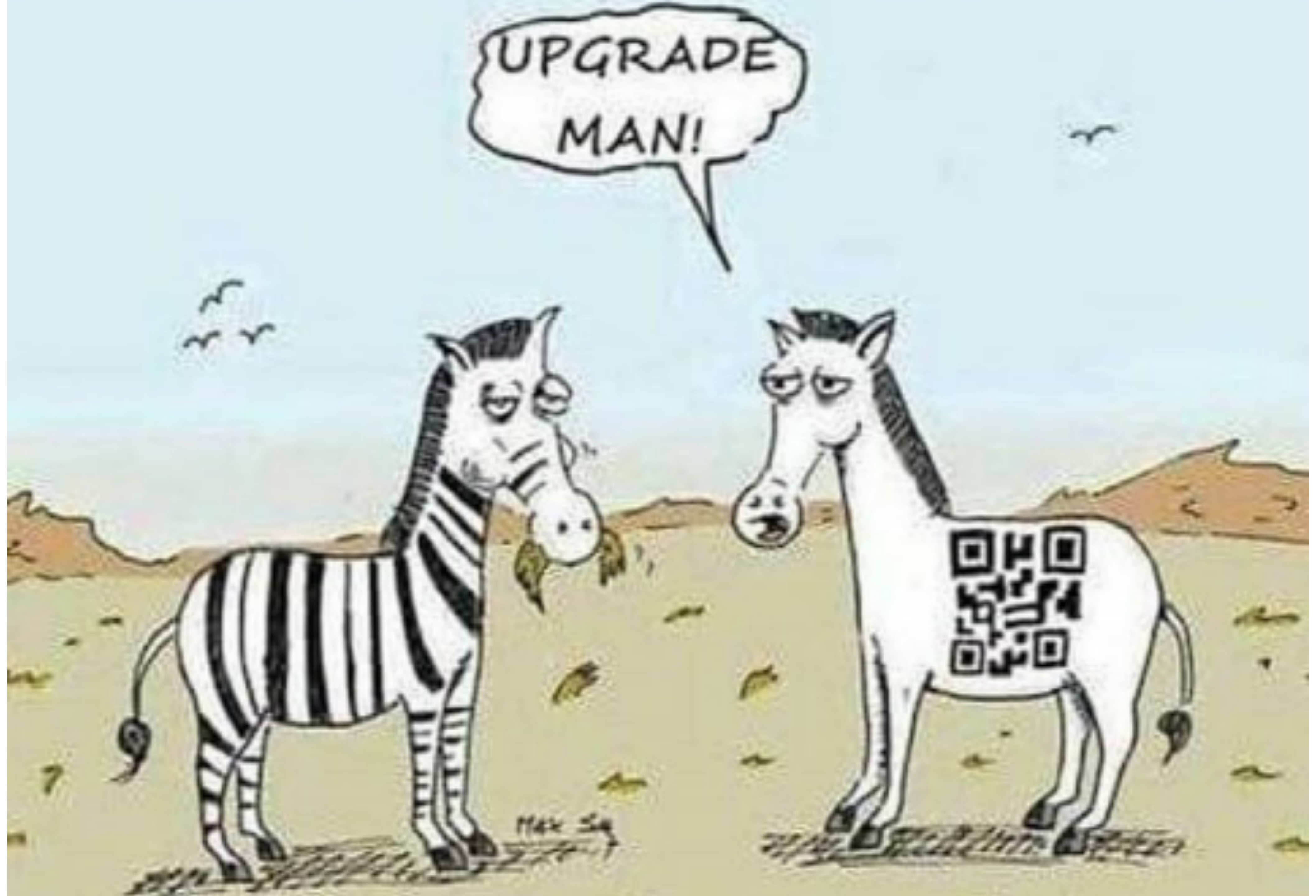
“A surplus of **similar** companies, employing **similar** people with **similar** educational backgrounds, having **similar** ideas and producing **similar** things with **similar** quality and at **similar** prices”

From “Funky business”









What's left?

“90% of global businesses will differentiate themselves via customer experience rather than price or product by 2020”



Are you
ready?



randstad

human forward.



Thank you!

ximo.soler@randstad.com



BREAKOUT BREAK

1:50-2:10PM

We'll be back in **20 MINUTES**
In the meantime, why not
grab a tea or coffee outside?