



# Transform



The second part of our strategic agenda is ‘Transform’. It is our plan to strengthen what we do in every aspect of the world of work, enhancing client and candidate experience, and being more productive and efficient. To deliver this crucial pillar successfully across our brands and territories, we have created a programme called GrowTogether, managed by a core team of change management experts. Chief Financial Officer Hans Ploos van Amstel provides a detailed insight into our plans for ‘Transform’ and GrowTogether.

## GrowTogether

### Objective

- Strengthen the core of our business

### Goal

- Accelerate profitable growth
- Improve client & candidate experience
- Enhance productivity through omni-channel

### Measure of success

- Market share
- Client & candidate Net Promoter Score
- Cost-to-serve

“At the heart of ‘Transform’ is a reimagining of the client and candidate experience.”

Hans Ploos van Amstel  
Chief Financial Officer

### Q. Why is it a priority to implement the Transform agenda?

**HPA.** This is a time of change in the world of work, and our industry. New ways of working and new technologies are reshaping labour markets. We see these changes as a huge opportunity to evolve our business as well, so that we can shape the future of work. Not only is that something our clients and candidates expect and demand of us, it is also driven by the scope for better services and cost efficiency that new technology offers.

‘Transform’ means becoming more effective and efficient, thanks to digitalisation and automation. We see the opportunity to grow and take market share and to reduce our cost-to-serve. By making the right investments today in the transformation of our business, we will strengthen our competitive position and set ourselves further apart from our peers.

At the heart of ‘Transform’ is a reimagining of the client and candidate experience. That means giving customers the tools and services to help them thrive in the digital era. Of course, the human touch is still fundamental to the Adecco Group, and to our industry, so physical branches must play a central role, but we’re broadening how we serve our customers so that they can also interact with us and manage their careers or workforce needs directly online and via mobile applications. We see technology and innovation very much as an enabler to improve and enhance that face-to-face service, rather than a substitute.

### Q. Describe the objectives and principles of GrowTogether

**HPA.** GrowTogether is designed to accelerate the transformation of our business and to capitalise on megatrends that can help us grow and build closer, stronger relationships with our customers. It is strengthening our core business, and it’s driving differentiation so that we stand out from and above our competitors in order to take profitable market share. It actually started out as a cost efficiency programme, as a way to take our renowned cost leadership to the next level. But as we took an in-depth look across our business, including studies of activity in 400 branches and interviews with thousands of customers, we realised there was the potential to do something special – to save on cost while also improving service quality.

With GrowTogether, we are focusing on the following key areas: creating an omni-channel footprint, enhancing client and candidate experience, and improving our process landscape, such as back and middle-office functions. This programme will deliver EUR 250 million in productivity savings by 2020. We began in 2017 and we are now scaling up in 2018 to deliver the first EUR 50 million in savings.

So we’re already optimising our processes and our delivery models, and we’re empowering our consultants with the best tools available. Take artificial intelligence, for example. We will use AI-enabled candidate sourcing and matching tools in a new front-office IT system, which accelerates what can be a really time consuming task, while also leading to better candidate matches. We’re also embracing digital and mobile innovation with new apps and portals, so you can contact us at the touch of a button and also manage your career needs or talent requirements on the go.

“This year, we will roll out GrowTogether more widely, launching new pilots and scaling the programme out across our business.”

### Q. What will your branch network and headcount look like in the future?

**HPA.** The traditional idea of a branch network applies less to the new world of work, or to the needs of our candidates and clients. We are evolving the way we deliver our core services from a purely branch-based system to an omni-channel delivery. Of course, that local visibility and presence is still vital, especially for smaller customers, but we’re moving to fewer, big branches. These branches will act as hubs for higher-value interactions with clients and candidates, such as onboarding, careers advice, CV workshops and training. We are automating and centralising many of the administrative tasks that used to be handled in local branches, so we are able to increase the ratio of consultant headcount to support staff. We will have more colleagues in client facing roles and they will be empowered by the best technology. The Adecco Group is built on the human touch, after all, and the attitude and passion of our teams will continue to set us apart from the rest.

### Q. What have been the key learnings and outcomes of GrowTogether to date?

**HPA.** In 2017, GrowTogether was launched in three pilot countries – France, the Netherlands and Germany. These pilots have been a great success, and full of learning that we can put into action on a bigger scale. We have already seen productivity improvements and higher NPS in those pilot areas, which is encouraging.

This year, we will roll out GrowTogether more widely, launching new pilots and scaling the programme out across our business. We’re taking our time to make sure we get it right. It’s crucial that we don’t just give our consultants the right tools for their jobs; we need to inspire and help them reinvent their work processes. Of course, we can improve productivity by a few percentage points with better tools, but the real step change comes from optimising each aspect of how we do our work.



## France

### Bold moves in our biggest market.

The focus in France in 2017 was on enabling our teams to capture new market opportunities thanks to talent, innovation and disruption.

### 2017 Achievements

- Piloting new urban and rural workplace models to sharpen focus on our core business. Simultaneously allowing for the development of specialised client solutions and sustaining strong productivity
- Award-winning AI-technology launched for our associates (Adecco & Moi), candidates (Aloha) and clients (Mon Agence en Ligne)



From left to right: Stephan Howeg, Chief Marketing and Communications Officer; Rob James, Chief Information Officer; Hans Ploos van Amstel, Chief Financial Officer; Christophe Catoir, Regional Head of France

## Q. How does GrowTogether and the Transform agenda relate to Innovation?

**HPA.** Without a doubt, GrowTogether is the most important driver as we seek to strengthen our performance over the next three to five years. It is fundamental to our efforts to transform our business. GrowTogether and 'Innovate' go hand in hand. We are embracing innovation as a major part of our transformation. In fact, some of the tools we are using to improve productivity and our client and candidate experiences started out as ideas in Adecco Group X, our digital incubator. By driving better performance and transforming our business, GrowTogether will help us to become the most innovative HR solutions partner in the world.

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## Germany

### Supporting change in the business landscape.

In 2017, the German transformation team focused on middle-office productivity, and supporting the preparations for brand consolidation and the merger of Tuja and Adecco.

#### 2017 Achievements

- Significant work on consolidation and productivity increase in our middle-office activity
- Implementation of a one-roof branch hub model
- Launch of the JOYN initiative to drive post-merger integration and join our talents in the General Staffing field

## Netherlands

### The GrowTogether pioneer.

As our first mover, the Netherlands was a pioneer in pushing forward the transformation agenda.

In 2017 the Dutch GrowTogether team implemented changes to their field organisation, created specialised roles for consultants and enhanced their candidate experience with new online portals.

#### 2017 Achievements

- Candidate portal implemented
- New branch/hub model piloted
- Specialised job profiles created, to improve client focus

## USA & UK

### Off to a strong start.

As the last region to join GrowTogether in 2017, the USA and UK team focused on leading technology and administrative productivity.

Teams worked together to deliver the smooth implementation of new processes and standards to critical business operations.

#### 2017 Achievements

- Successful rollout of leading AI-based chatbot technology in our candidate management processes
- Early rollout of a new front-office and applicant tracking system to drive effectiveness and efficiency
- Further deployment of Lean Management in our middle-office locations