



ADAPT & THRIVE

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QUESTIONS AND ANSWERS

Overview	4
How have businesses learned to adapt their approach to talent acquisition throughout the pandemic?	5
How did we as a MANAGED SERVICE PROVIDER enable our clients to adapt & thrive?	6
Which key skills have increased in importance for businesses, and how has 2020 impacted the shape of teams?	8
Will we see high demand for outsourcing services such as internal mobility and demand planning over the next five years?	9
Key skills	11
Page Resourcing and Our Services	12
Our experts	14



All businesses and organisations know that they must adapt to changing cultural, technological, and economic circumstances to succeed. That's nothing new. What the COVID-19 pandemic has shown is that sometimes those changes happen overnight, rendering business strategies obsolete and creating a market in which only the fastest and most agile will survive.

What does this mean for talent acquisition? Most fundamentally, that fixed and static recruitment teams are ill-equipped to deal with the kind of dynamic market conditions we've seen over the past year. When a workforce needs to be downsized or furloughed, these teams become a costly luxury; when it's time to hire again, they struggle to scale up operations quickly enough.

This is where outsourcing, primed and priced to reflect the cyclical nature of recruitment, offers tremendous value to clients. Companies can tap into the required expertise at the moment they need it and scale up their recruitment teams immediately. And by partnering with an outsourcing provider like Page Resourcing, with its global reach, they can access a body of data, knowledge, and best practices gleaned from thousands of clients around the world.

It's not too late to adapt to the new normal and to put in place the processes and organisational culture you need to thrive. This eBook shows you how.



Oliver "Olly" Harris

Managing Director, Page Resourcing



OVERVIEW


At the beginning of 2020, business and employment practices were evolving steadily, mirroring consumers' changing tastes and habits. More and more people were taking their purchases and interactions online, but this was a long-term trend, and the end of brick and mortar seemed a long way off. Likewise, many employees worked from home at least sometimes, but the practice was almost non-existent in the most traditional sectors.

When the pandemic hit, everything changed. The overnight explosion in digital consumption meant that firms had to adapt or discard their existing go-to-market strategies. Developing new plans meant accessing new skills — but locating that talent was only half the journey. Social distancing rules meant companies also had to move their hiring and onboarding processes online. As budgets got squeezed, cost-effectiveness

became a key focus for all organizations.

However, as you will learn from this eBook, many companies have not only adapted to the new employee and customer dynamics but also thrived as a result of them. Becoming leaner and more agile has been key in the transition phase. Companies, who are more finely tuned to value-based imperatives, have experienced tremendous upsides. A diverse and inclusive workplace enables the employees to perform their best and attracts high potential talent.

With these considerations in mind, many businesses are exploring how outsourcing solutions can ensure their operations are fit for purpose now and future proofed. This eBook brings you insights from experts across our global network on how managed outsourcing solutions can help organisations adapt and thrive.



How have businesses **learned to adapt** their approach to talent acquisition **throughout the pandemic?**

We've seen many success stories in Malaysia where companies pivoted very quickly from traditional hiring forms. Take the shared services sector, where companies have set up hubs of anything from 100 to 2,500 people. One of these hubs might be a multinational's tax function. It's managed by the London-based head of global tax, who needs to hire dozens of employees in Malaysia quickly and remotely. Ultimately, that executive in London will be the key stakeholder and final decision-maker. Still, they need a managed services or outsourcing provider on the ground to facilitate the hiring and onboarding process.

Right now, we're working for a European multinational that's setting up a global business services hub here. We'll be hiring around 600 roles in total. That's a significant investment for the company, but they'll pay Malaysian salaries over the next three to five years rather than European ones. They've taken the view that this will give them a competitive advantage as the global economy bounces back from the pandemic.



NIC CHAMBERS
MALAYSIA

It's interesting to consider those companies that adapted their approaches during the pandemic from a position of relative weakness rather than strength. For example, we have a client in northern Germany that's a very conservative, family owned MedTech business. Pre-COVID, they would have regarded in-person interviews as an essential part of the hiring process. So, when this wasn't possible anymore, it was a huge moment for them. Could they pivot to virtual recruitment?

With our support, it turned out that they could. A crucial part of our strategy was to look beyond simply replicating in-person interviews online. For example, we advised the client to make a video of their workplace environment so that candidates had more information to help them make a decision.

Once they became comfortable with online interviews, this client and others discovered that they could do the same for the onboarding process. It was a fast learning curve for everyone. Still, by developing and sharing best practices with our clients, we were able to help them digitalize their talent acquisition operations in a way they may not have thought was even possible.



BENJAMIN BOTTLER
GERMANY



How did we as a MANAGED SERVICE PROVIDER enable our clients to adapt & thrive?

Thanks to the expansion of remote recruitment and remote working, companies can quickly and efficiently relocate their business processes according to their needs. That gives organisations that partner with a managed services or outsourcing provider the opportunity to access vast new pools of talent.

Brazil is a good case study. In Sao Paulo, the country's business capital, you have large companies fighting over a limited pool of talent, which inevitably drives up costs. To address this, we've helped companies open up new "hunting grounds" for talent in the south, northeast, and west of the country, where salary expectations are considerably lower than they are in the main metropolitan areas.

These kinds of onshoring and nearshoring strategies have been made possible by digital transformation — a process that predates that pandemic, but which has accelerated over the last 12 months. For companies, digitisation is a way to optimise a broad range of operations, tech-related or otherwise. When we partnered with a telecommunications giant to handle their digital transformation, hiring around 400 people over 18 months, we were able to help them reduce both their cost of hiring and time to hire.



GIJS VAN DELFT
BRAZIL

Pandemic or no pandemic, it's always challenging for organisations to pivot quickly and adjust to new market conditions. Many businesses lack the reach and expertise to make these adjustments in-house, which is where a managed service or RPO comes into play. Instead of moving through actions consecutively — organisation deciding on their business strategy, growing and onboarding their recruitment teams, and hiring in the next quarter, for example — a company with an outsourcing partner can do all three things at once and move through a period of change very quickly and efficiently.

Another advantage to companies of this kind of partnership is their access to real-time data and business intelligence. We have thousands of clients in the UK, which means we're constantly gaining new insights and formulating best practices. That's important because different clients tend to ask similar questions. Where can we find the best talent pool? What location has the best transport links? Which local council is offering incentives for office relocations? Having this breadth of experience and knowledge enables us to help companies access markets to maximum effect.



ALEX HALL
UNITED KINGDOM

Some clients are surprised by the sheer range of KPIs that outsourcing or managed services solutions can help to improve. Some of these are relatively straightforward (if no less valuable) in how they relate to the recruitment process — decreasing time to fill and time to offer, for example, or increasing the satisfaction levels of both candidates and hiring managers.

Other KPIs are more strategic and speak to how companies and outsourcing service providers can become genuine partners. In Mexico, for instance, we have helped organisations accomplish their diversity goals, boost their employer value proposition through compensation and benefits benchmarking, and conduct attrition evaluations after one or two years.

Recent clients in Mexico and Latin America have benefited from this holistic approach. They include some of the world's biggest technology, retail, and online hotel booking companies. Recruitment teams trained in PageGroup methodologies, gender diversity control, and business intelligence teams focusing on daily data analysis are just a few of the solutions that are helping organisations adapt to the current business landscape.



FABRÍCIA ANTÚNES
MEXICO, CENTRAL AMERICA
& THE CARIBBEAN



Which **key skills** have increased in importance for businesses, and how has 2020 impacted **the shape of teams**?

First and foremost, businesses want candidates with solid subject matter expertise, whether that's in business development, maintenance, lean manufacturing, or something else. But increasingly, they're also looking for people with soft skills that will enable them to grow and thrive in the organisation. The manager of tomorrow must be agile, a consummate problem solver, and hungry for the floods of raw data they will need to process and analyse daily.

Companies are also looking for workers who are comfortable operating across national, linguistic, and cultural boundaries. For example, we've been helping a big wind energy company recruit maintenance worker. The work itself takes place in remote parts of France, where it isn't easy to recruit English speakers. But because this is a global company, all the documentation and learnings are in English — which means the workforce needs to be comfortable in that language.

That's the kind of talent acquisition challenge we thrive on. And we hear this kind of request from companies' time and time again. Even employees working in the middle of nowhere need to think outside the box and beyond the local context.

Agility has quickly become a must-have skill for both candidates and employers. It speaks not only to the current moment but also to the coming years when people will need to be agile both in their thinking and actions. We know now that you can be going about your regular business one day and operating in a locked-down economy the next. Outsourcing and managed services providers are primed to help clients in that situation. If you tell us tomorrow that you need to beef up your talent acquisition team from 10 to 20 people, we can do that very quickly for you. And if you come back to us in a month and say, we can't keep up the kind of volume anymore, we need to scale it down, we can do that too.



GUILLAUME PIGAN
FRANCE



ERIN LOH
ASIA PACIFIC



Will we see **high demand for outsourcing services** such as internal mobility and demand planning over **the next five years?**

One trend accelerated by the pandemic is companies putting diversity and inclusion near the top of their agendas.

Clients want to know about our own journey on D & I and how we can use that experience to support them on their journey. This gets to the heart of how outsourcing services work best when the client sees the service provider as a true partner. We can analyse the real impact of having diversity within your company and suggest ways to benefit from having a more diverse workforce. And because diversity is nothing without inclusion, we will help you build a company culture in which this more diverse workforce will thrive.

Companies understand that the talent pools they once drew upon are no longer wide or deep enough. That's why they're looking for partners who can help them expand those talent pools and deliver new skills.



ALEXANDRE MOREAU
EUROPE

For clients, RPO used to be a purely cost-driven exercise. The bottom line is still important, of course, but employers increasingly define the value of outsourcing in much broader terms. They're concerned with making their end-to-end recruitment process run more efficiently. They want to know how outsourcing solutions can help them enhance their employer value proposition. It's a virtuous circle. If a company has a strong reputation and branding, it will attract the best candidates; if it attracts the best candidates, it will strengthen its reputation and branding.



ERIN LOH
ASIA PACIFIC

Most companies had to reduce their internal talent infrastructure during the pandemic. As the hiring demand returns, organisations will need an outsourcing partner (RPO and MSP) to help with their talent strategy to gain a competitive advantage as an employer of choice. The current candidate driven market calls for a creative approach to staffing. The traditional approach and methodology of attracting talent will no longer yield successful results. Companies are seeking a strategic talent partner that does more than just fill roles. They must provide the experience, agility, and innovative talent solutions necessary to navigate through these challenging times.

Organisations that took advantage of the hiring slowdown to evaluate and improve their talent processes, technology, contractor and permanent hiring holistically and future workforce planning needs are better positioned to adapt to our current climate. Reskilling employees and incorporating an internal mobility strategy is no longer a nice to have, but a must have to overcome skill gaps and shortages across various critical hiring needs.



CHAD CREAMER
US & CANADA



KEY SKILLS

Based on conversations with thousands of clients a new skill set has emerged for new candidates. We listed them below to ensure your employees are well equipped for the challenges companies will face in the future.

Adaptability is a critical skill for organisations and individuals who want to succeed in uncertain times. Even if this is the last pandemic in our lifetimes, other crises will emerge, requiring businesses to adopt new practices and methodologies.

Adaptability is a willingness to change when the circumstances demand it. **Agility** is what allows you to execute change quickly and efficiently. This skill gives its name to the **Agile methodology**, in which solutions evolve through collaboration between autonomous teams.

Many people have had to learn new skills and practices to navigate through the pandemic. A **learning mindset** means always looking to upskill in areas that add value to the organization, including areas outside your comfort zone. Leaders and professionals with a **growth**

mindset face the future without trepidation, even if that involves changing strategies or career paths.

Remote workers of all grades can feel isolated and cut off from the decision-making process. Skills related to **emotional intelligence** such as **empathy**, **active listening**, **conflict resolution**, and **rapport building** help teams maintain their morale and coherence in challenging times.

Modern professionals need to master a whole battery of **communication skills**, from expressing themselves clearly in video conference calls to collaborating with coworkers on platforms like Slack.

Digital literacy means far more than knowing how to use a word processor and spreadsheet. Cloud-based file sharing and data storage are now the norms in many organisations, and professionals need to understand both the technical and security implications of this transition.

Workers expect their leaders to show **compassion** and **empathy** as well as drive and decisiveness.

PAGE RESOURCING AND OUR SERVICES

Who we are

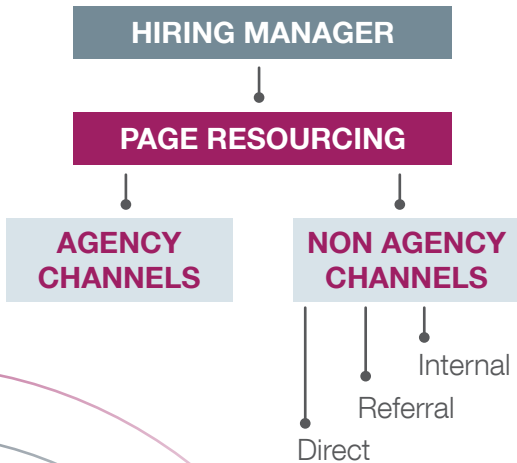
Page Resourcing is the 4th and newest brand of PageGroup. It was founded in 2010 and has grown to have a strong presence globally. Drawing on the expertise and learnings of our other brands, Page Resourcing provides fully integrated solutions to the most complex resourcing requirements. We use the very latest technology, data, and methods to provide clients with a total human capital solution.

Our solutions



OUTSOURCING SOLUTIONS

RPO (perm hiring) | MSP (temp hiring)
Total Talent Acquisition



PROJECT ON DEMAND

RPO on demand | Staff Augmentation



OUTSOURCING CONSULTANCY

Statement of works | Outplacement | Employer Branding | Technology / Advisory / Implementation
Diversity & Inclusion Consultation | Legislative Updates

What sets us apart

**Group Infrastructure**

Global reach with the combined strength of PageGroup's databases and over 6k attraction experts to maximise the reach of our clients' brands.

**Total Talent Acquisition**

RPO, MSP, TTA, plus clients' own candidates from internal referrals and directly sourced.

**Global with Regional Expertise**

Regional resources across the UK, APAC, EMEA, US & Canada, LATAM. Global knowledge and insights.

**Tailored Client Solutions**

Services tailored to client needs and on-demand.

**ED&I Credentials**

ED&I focus and specialist networks to recruit without bias.



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