



CLIENT

Adecco

Additional information to original report

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How to Position Adecco As a Unique Source of Employment Information

Adecco is one of the largest employment and staffing agencies in the world yet they are not the first choice for information for the media that report on this segment. The issue is that Adecco does not publish any information that is unique and newsworthy. Rather, they comment on existing backward looking data. Instead of simply reacting and helping explain published BLS reports, Adecco needs to be proactive and create unique, actionable and newsworthy information. They have a resource in-house to do just that.

Internet Ethnography – Source for Insights

Adecco has data on every associate in their system. Applying the practice of Ethnography – where researchers not only interview subjects but also keenly observe them in their surroundings to glean insights – Adecco should analyze the plethora of data at their disposal to understand their associates' needs and desires. This “Internet ethnography” looks at what a consumers' online behavior says about them instead of relying on past data or survey data to create understandings.

For example; Adecco places people in the following categories: Accounting & Finance, Administrative & Clerical, Call Center and Customer Service, Creative, Engineering, Hospitality, Industrial Manufacturing, Information Technology, Medical & Science, Other, Transportation & Warehousing.

If the majority of available jobs posted in a given period are in Information Technology and during that same period the majority of the searches by the Adecco associates are for Hospitality, there may be a “desirability gap” that Adecco can establish themselves as the experts on.

Applying the same thought pattern, Adecco could identify other areas where there are “gaps” in the system. For example:

- If a significant number of jobs required a college degree and the applicants in the system primarily have High School educations, there is an education gap.
- If a certain age group (Gen Y for example) differs in the type of work, distance willing to travel, time willing to work in a given week – there is a demographic gap
- This same rationale can be applied to years of experience, desired salaries, geographic location, skills required etc. Adecco's periodic report can identify where the “gaps” in the system are and track movement of those gaps over time.

This gap analysis methodology can also be applied to assist in the recruitment of more



Adecco associates. The desirability gap, once published, will attract job seekers that have the skills required for the jobs in the system.

There are a myriad of data points that Adecco gathers when a client registers on their site and then interacts with their site that can assist them in creating a behavioral snapshot of their associates. This behavioral data juxtaposed to the needs of their corporate clients will create unique, actionable and newsworthy information.

Data Dissemination

Creating unique and newsworthy information is just one part of the challenge for Adecco. They also need to consider how they make the information available to their intended audiences. Reporters and other media will follow the path of least resistance when searching for information to include in their stories. Currently the information that Adecco produces is not easily accessed or shared. Also, Adecco is not utilizing their social media outlets in a cohesive, strategic manner.

For the corporate, media and analyst audience Adecco should consolidate their published reports, press releases and blog commentary on a single web site that allows readers to access and disseminate the information easily. For their current and potential associates, Adecco needs to revamp their social media strategy to consolidate the messages and revamp their methodology for interacting with their customers.

In terms of communicating their corporate messages and providing useful information to the media, some of Adecco's competitors do a better job in certain areas but none excel in a comprehensive approach. For example, for corporate and media clients, Manpower offers .pdf downloads and offers audio version of their corporate reports. Spherion provides a way to print or email their reports from their press page as well as offers podcasts. Both are an improvement over what Adecco offers but there is room to leapfrog them both.

Our suggestion for the Media and Corporate Relations section of Adecco's site is one of consolidation and convergence.

Consolidation: Adecco should treat this section as a microsite and make all relevant information available within this environment via an easy-to-navigate site. All the information published here should be available in multiple formats to make the reporter/blogger/analysts' job easier. That includes reports or white papers that can be easily downloaded in .pdf format, any associated charts/graphs/video/photography to be available separately and easy utilized for print, broadcast and Internet (hi-resolution



for print, embeddable content for Internet etc). And all content should be easily shared via social media and email. The site should also be optimized for wireless devices.

Convergence: While Adecco associates may not be interested in the latest job report, the users of the Media and Corporate Relations section of Adecco's site should have the opportunity to experience what Adecco is doing from a social media perspective without leaving the site. Adecco should showcase here what and how they are utilizing social media and then suggest that interested parties follow them via Twitter, Facebook and LinkedIn. Incorporate Twitter feeds into the site to keep it up to date and utilize Twitter as a tool to update the media site, Twitter, Facebook and LinkedIn and keep them in sync.

In terms of reaching out to current and future associates, all of Adecco's competitors have the ability register and get alerts for jobs that interest them but few are utilizing the new methods available to them via social media properly. Kelly Services is doing the best job with Facebook and Twitter utilizing both to provide relevant and useful information to their followers. Adecco's efforts are less organized. As suggested above, Adecco should use Twitter as the primary way to keep all their media messages in sync but they need to also treat their Facebook fan page very differently and understand that consumers expect more of a two-way communication. We suggest that Adecco benchmark Kelly's utilization of Facebook.

Positioning Adecco as the Thought Leaders for the Workplace of the Future - "Smart Staffing" 2.0

There is very little doubt that after the economy recovers from the recession the "new economy" will be drastically different and the "new normal" will include new definitions of "career" and "work". In fact, Adecco's competitor Manpower has [published a report](#) that outlines the expected trend toward a contingent workforce during the forthcoming recovery.

As interesting as Manpower's report is, this type of information is almost expected from a staffing and temporary employment company. Manpower goes further to discuss how companies should plan on treating their temporary and contract employees and they highlight the importance of engagement with this sector of the workforce. So, the idea of "Smart Staffing" is not new but that does not mean it is not a good idea.

Few will argue that companies and employees alike will be moving forward cautiously to avoid making mistakes from the past and the need to be flexible will be paramount for success. The "new normal", "new economy" and "new generation" will equal a convergence that will have one of the greatest impacts on the workplace since the industrial revolution. The question is, what can Adecco do to stand out from all their



competitors and introduce “Smart Staffing 2.0”?

The suggested strategy is tied to the data mining presented earlier. It involves first identifying a need and then providing a service to fill that need.

The needs in this case are the gaps identified in the Adecco gap analysis and the service is establishing Adecco as the destination for the future contingency workforce. Adecco needs to adapt to become a combination of employment and training for their associates that will allow them to deliver the best product for their corporate clients.

Virtual Work and Training

In order for Adecco to establish themselves as the Smart Staffing 2.0 experts, they should focus on two areas in addition to their current business strategy: Virtual Workers and Online Training.

Virtual Workers

The idea of Virtual Workers has been around for at least a decade but technology has not progressed quickly enough to make it a reality until now. With 74% of the US population having access to the Internet, the technology has finally caught up with the promise and it is finally feasible to assign work to people no matter where they reside. Internet sites already exist that cater to the freelance consumer and business looking to connect to them (odesk.com, Sologig.com, Elance.com). Their existence indicates a shift towards the increased acceptance of virtual work.

Adecco has the size and manpower to scale the concept of virtual work within their extensive network of corporate clients and associates. Their size alone is not their only competitive advantage; they also have the ability to analyze the data available to them that can allow matching of skills suitable to virtual work with the needs of their clients around the country. For example; if a corporate client in Texas has positions for accountants they need not only look locally for contingent workers. Adecco can be proactive and identify associates around the country that qualify for the open positions and fill them virtually.

Training

Identifying variances via the suggested Adecco gap analysis opens up the opportunity for Adecco to offer online training for their current and future associates. If associates lack skills that are conducive to online training, an Adecco sponsored course can provide the skills they need and the experience of working and learning virtually. Integration with their online profile will allow an accurate assessment of their abilities post course and can suggest additional courses and training based on their performance and aptitude. The associate builds their resume, the Adecco brand is enhanced and the



corporate clients have accurate assessment of workers abilities.

None of Adecco's primary competitors are offering online training. Online sites like oDesk have tests where registrants can prove their skills and other sites like Sologig have links to employment resources but no company has an online training center. Adecco could partner with the Small Business Association, University of Phoenix, ITT Technical Institute etc. to offer the courses.

Adding a focus on Virtual Work and Training will give Adecco a new platform to stand on and differentiate themselves from their competitors.