



## INTERGRATING TALENT **ACQUISITION ACROSS EUROPE**

### **CLIENT PROFILE**

world's largest online marketplace, where practically anyone can buy and sell practically anything.

### **CHALLENGE**

To provide unity to a disconnected hiring process across Europe.

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Our client is one of the world's largest online retailers, with localised operations in over 30 countries. At the company's core is a belief in peoples' inherent good nature, which continues to inspire smart decisions, fresh thinking and new technology that grows their business.

Our client wanted to bring unity to a disconnected hiring process across its operations in Europe that had prevented the tracking of the region's contingent workforce. The maturity of systems and processes varied widely across the continent. Our client went to market for a partner that could provide legislative

support and consistent best practice, tailored to the needs of each territory. The client's stakeholder community was resistant to change, requiring a partner with excellent change management credentials.

### **SOLUTION**

Allegis Global Solutions (AGS) was appointed as the client's European Managed Services Provider (MSP) in part due to the support and experience available within our professional services group (PSG) during solution design, implementation, and business as usual. The PSG includes dedicated experts in implementation, technology, legislation, invoicing and supply base management.

AGS applied lessons learned to Europe from the North American MSP roll-out we implemented earlier in the year, and customised the model for local markets, where necessary, to meet legislative needs.

Key national customisations included configuring the contingent workforce process and global vendor management system (VMS) to accommodate national interpretations of the Temporary Agency Workers Directive, such as logging of legally-required meal breaks in Germany. We also configured automated spend accrual calculations in the VMS to fit the local fiscal year for accurate company-wide spend budgeting.

## RESULTS

- Standardised processes across Europe
- Full visibility on spend by business unit through self-billing invoice model
- Introduction of tenure management process

AGS established a Programme Office onsite in Dublin, Ireland, to act as a central hub for the region and provide the required visibility and governance into the contingent workforce of 200 workers. Onsite teams in high volume centres in Dublin, London, Amsterdam and Berlin support domestic requirements and those of nearby low volume countries.

The core service operates in four different currencies, working closely with the client's local finance teams to recognise tax implications and help ensure compliance.

Scaled service to accommodate local requirements Our service is scaled to accommodate local volumes and legislation. We provide a full service in the UK, Ireland, Germany, Denmark and the Netherlands and headcount tracking in Spain, France, Switzerland, Czech Republic, Turkey, Italy, Belgium and Poland.

Our full service offering covers all stages of the contingent workforce management life-cycle; from workforce planning to off-boarding / reassignment.

Our headcount tracking service guides hiring managers through the contingent workforce processes, provides preferred and supplementary supplier details, tracks the process in the VMS, and provides weekly management information and insights.

Overcoming resistance to change: AGS situated key implementation workstream leaders onsite in-region to gain a deep understanding of service needs, potential obstacles, and to directly address local stakeholders' concerns. These workstream leaders included subject matter experts in invoicing, technology (for VMS integration with SAP) and legal. We also situated our senior implementation manager onsite to engage senior stakeholders, monitor service adoption and directly troubleshoot any issues. Daily calls with AGS, the client and VMS partner ensured all parties remained focused.

## RESULTS

We onboarded 61 suppliers at service commencement for the client's five largest European countries, reducing this to 49 suppliers across Europe as part of a centrally-managed, high performing supplier-funded MSP model. We aim to reduce this to 5 to 8 suppliers per country.

- Increased visibility of workforce from 70 contractors in November 2013 to 230 contractors by September 2014
- Reduced time to hire in Germany to 20 days and 29 days in the UK
- Introduced tenure management processes
- Enabled full visibility on spend through self-billing invoice model
- Established supplier-funded model for cost savings



### ABOUT ALLEGIS GLOBAL SOLUTIONS

Allegis Global Solutions is founded on a culture that is passionate about transforming the way the world acquires talent by delivering client-focused solutions that make a difference for businesses worldwide.

