



About Steria Recruitment

With 30 years in the recruitment industry we talk from experience. Steria Recruitment supplies Contractor, Interim and Permanent, IT, F&A and other business professionals to all industry sectors. A member of APSCo (Association for Professional Staffing Companies) for over eight years, we are twice award winners of the IT and Telecoms Staffing Company category in 2007 and 2005.

About Steria

Steria delivers IT enabled business services which help organisations in the public and private sectors operate more efficiently and profitably. By combining in depth understanding of our clients' businesses with expertise in IT and business process outsourcing, we take on our clients' challenges and develop innovative solutions to address them. Through our highly collaborative consulting style, we work with our clients to transform their business, enabling them to focus on what they do best.

Our 19,000 people, working across 16 countries, support the systems, services and processes that make today's world turn, touching the lives of millions around the globe each day.

Founded in 1969, Steria has offices in Europe, India, North Africa and SE Asia and a 2008 revenue of €1.8 billion. 16.5% of Steria's capital is owned by its employees. Headquartered in Paris, Steria is listed on the Euronext Paris market.

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contact

Steria Limited, Three Cherry Trees Lane, Hemel Hempstead, Hertfordshire, HP2 7AH
Tel. +44 (0)845 601 8877
www.steria.co.uk

To find out how Steria Recruitment can help you achieve competitive advantage through flexible recruitment solutions, email steriarecruitment@steria.co.uk or telephone 0118 9846655.



Raising the bar

Moving recruitment up the value chain

Steria
SPOTLIGHT

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Raising the bar – moving recruitment up the value chain

Recruitment companies are always one of the first to be hit by recession as clients economise and reduce headcount. Survival, and even profit, according to Pete Holliday, Managing Director at Steria Recruitment, demands a new approach. He explains why he believes it's time for a re-think by providers and clients alike.

"Times are incredibly tough but I believe that a recession is an ideal opportunity for the whole recruitment profession to really look carefully at its market and solutions for business. It's a chance to strengthen long-term partnerships and drive home the benefits of outsourced service provision.

"For too long the recruitment profession, as a whole, has been happy to play the commodity provider role, so it's no wonder that the perceived value of the services offered is low and viewed as a transactional necessity, rather than a business enabler. This has to change. Indeed, there are clear signs that survival in our industry is about offering a higher level of strategic value and going beyond simply transactional relationships. We've got to move recruitment much higher up the value chain with real solutions and approaches that strategically develop our customers' capabilities.

"This is very much the way I approach recruitment and how I expect my team at Steria Recruitment to operate. We're offering long-term value-add services rather than a

commoditised sales approach; we're going to our clients with an intelligent business proposition that works well for everyone involved. It's a proposition that delivers value for our clients, is right for our candidates and keeps our business growing and profitable.

Pursuing market share

"The economic downturn is putting huge pressure on everyone. In our market alone, over 300 smaller recruitment firms have gone out of business because they didn't have the critical mass needed for survival. At the other end of the spectrum, a number of the big-scale recruiters are closing offices and focusing on 'buying' market share at any price. As a result, many are operating at a loss in the current climate. How long can they continue to do so? This is clearly not a sustainable model for supplier, candidate or client.

"I am unconvinced of the value of operating at a loss in terms of service continuity for the client. What happens if any of those shareholders do pull the plug? What happens to the contractors and a business's ability to maintain levels of productivity if its recruitment partner is no longer there?

"I choose the word partner wisely here. I believe that instead of commodity brokers we should be working as true partners with our clients, looking at 'how' services are

delivered as well as 'what', which is why two of our key performance indicators are speed to hire and retention levels, ensuring the effectiveness of the services we provide.

"It's about working with each client to see where operating efficiencies can be introduced into their recruitment model without reducing prices to loss-making levels. So, for example, at Steria Recruitment we would help a client assess their true recruitment costs, taking into account internal administration and the number of suppliers providing services. We'll ask whether managing multiple suppliers is actually adding to their recruitment costs and whether adopting an outsourced managed service model would be more efficient and cost effective.

"Long-term partnerships such as these are very much at the core of our parent company Steria's approach to working with clients. Steria Recruitment's capability complements the range of services we can offer to our clients. Unsurprisingly, therefore, we too look for long-term client relationships in which our managed services have a strategic role to play in the business.

Transitioning to BPO

"As a leading provider of IT driven business services Steria is seen as a trusted, financially secure outsourcing partner for the provision of BPO services such as finance and accounting (F&A) and human resources (HR). Inside many clients, Steria Recruitment is viewed in the same light.

"We really do understand the business of outsourcing. We can draw on the incredible depth and breadth of Steria's outsourcing capability to add value to our clients'

“There are clear signs that survival is about offering a higher level of strategic value and going beyond simply cost cutting deals.”

businesses. We're good at it and we know how to get clients there safely. I envisage a time when every client utilising Steria's IT, F&A and HR BPO offers will have Steria Recruitment as their resourcing partner and vice versa.

"Finally, I come back to the recession and how we can help our clients both survive it

and prepare for the inevitable upturn with successful transition to an outsourced recruitment managed service. This plays to our strength as a strategic, long-term partner. Of course outsourcing delivers substantial cost benefits in the short-term, but it is as a long-term proposition that the benefits really add up. It allows us to work with clients to put disciplines in place, such as management reporting processes, and to have frank and honest conversations about future resourcing levels in line with aspirations and growth plans.

"There's no doubt that there is a huge opportunity for today's recruitment profession to be about quality and the strategic value being added to the client. The challenge is finding a way to articulate the real value of what we can bring to the business. The recruitment profession needs to ensure it puts the consultant back into 'Recruitment Consultancy' – at Steria Recruitment, we consult to ensure we deliver real value."

