



# Smart Business Case Study: ManpowerGroup

## About ManpowerGroup

Established:	1974
Headquarters:	Dublin
Number of employees:	150 permanent, 1000 temporary
Industry type:	Recruitment

## Overview

ManpowerGroup is a global leader in workforce solutions with over 3,000 offices in 80 countries worldwide. Founded in 1948 in Milwaukee with its first office in Ireland opened on Grafton Street in Dublin in 1974, ManpowerGroup currently employs over 25,000 people around the world, including around 150 permanent staff in Ireland and over 1,000 temporary staff working on client sites across the country.

Initially the company provided temporary and permanent recruitment services to companies, but over the years its solutions have evolved to meet the adapting needs of Irish businesses. Today it offers not just recruitment solutions but also career management, talent management and IT outsourcing services. These suites of services are offered to the Irish market through ManpowerGroup's brands including Manpower, Experis, Proservia, Tapfin and Right Management.

The global economy, including the recruitment industry, has changed dramatically during the time Manpower have been in business. When it began 70 years ago, the curriculum vitae was only starting to be used and would be sent by post, whereas today recruitment processes are almost exclusively managed online.



John Galvin,  
Managing Director, Manpower Ireland.

*"While Leonardo da Vinci is regarded as having written the first professional resume in 1482, it was only in the mid-1900's that CV's were expected to be provided from prospective candidates. The founders of Manpower in the US were pioneers in the recruitment industry in 1948 and our business evolved as the industry has changed dramatically from the introduction of word processors in the 1980's, the internet in the 1990's through to the current digital age where we are at the forefront of thought leadership on integrating automation and artificial intelligence into recruitment processes"* said John Galvin, Managing Director of Manpower Ireland.

The global economy struggled for a number of years following the financial crisis in 2008 but things have steadily improved over the last 5 years and today unemployment has reached a 10 year low of 5.9%. With so many global technology companies establishing their EMEA HQ's here, it's a good time for recruitment companies to be operating in the Irish market.

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## The challenge

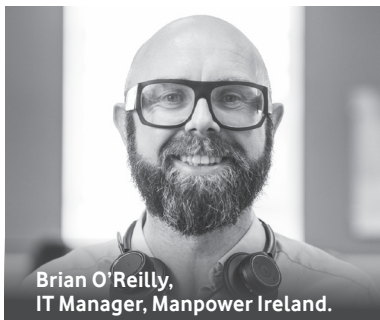
“There’s no doubt that further development of the recruitment industry will be heavily dependent on communications technology. Everything is now technology driven, be it by integrating a company’s database into an online jobs board portal or utilising social media to engage, attract and retain candidates. That’s something that’s not going to change anytime soon, in fact we expect the speed of digital transformation to continue to increase,” said Galvin.

Manpower has conducted its own research which has shown that by 2020, some 30 per cent of recruitment industry revenue is going to come from new business models, with those new models coming from adopting new technology and driving revenue through them.

Everything Manpower does is communication-focused, because it’s a service business. And at the heart of its future revenues is the ability to communicate effectively.

“As a global leader in workforce solutions, our services are very much people focused, the people who work for us, the people that work for the companies we partner with, and the people looking for new opportunities to support their ambitions in life,” said Galvin.

There has been a fundamental shift in the way the recruitment business is conducted. Where once face to face meetings were the norm, increasingly candidates want to either communicate via mobile, Skype or other video technology. Similarly, companies looking for staff are happy to conduct interviews using different communication channels as well.



Brian O'Reilly,  
IT Manager, Manpower Ireland.

This placed a strain on Manpower’s IT and communications infrastructure, something that Brian O'Reilly, IT Manager for the company, explains.

*“An issue for us was that all our communication lines were split into different sections, whether it was fixed phone lines, mobile lines or data. It seemed to us that the ability to unify all of those, to bring them together and deal with one provider, would be a game changer. We wanted an actual unified communications system that really worked.”*

## Embracing new technology

“As a company we were also looking at how we could enable our workforce to be more mobile, flexible and work from anywhere. Many candidates for jobs are looking for just this kind of flexibility, and we needed to be able to provide that to our own staff.”

To facilitate this move to become a digital workplace, Manpower wanted to move away from having fixed-line phones which required staff to be connected to a desk. Staff wanted to be able to work from anywhere and have the full machine power of an office environment behind them.

Meanwhile, Andrew Crawford, Head of Experis Ireland was experiencing similar issues in the company’s offices in Dublin.

*“Six years ago I was sitting in our office in Temple Bar and I was getting frustrated that I had a landline bill for my fixed lines in the business, but I also had mobile phone bills. The biggest cost per line item on my two bills was my staff on their fixed lines calling my other staff on their mobile phone,” he said. “That just didn’t make sense to any of us.”*

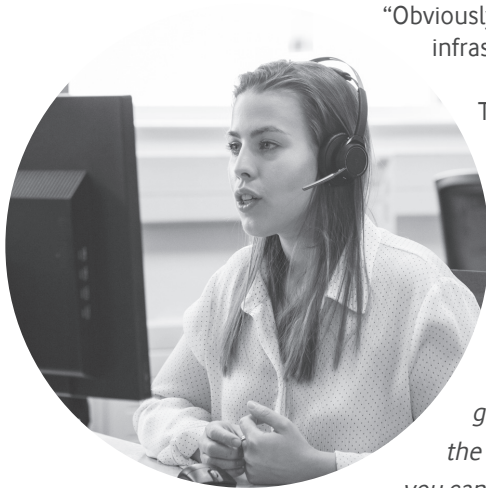


Andrew Crawford,  
Head of Experis Ireland,  
ManpowerGroup.

Experis is the biggest IT recruiter globally, and Crawford and his teams spend their working lives helping technology and life science professionals. This places the company very much in the technology space.

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## Unified communications



“Obviously to compliment our teams we strive to have the best in class technology infrastructure,” said Crawford.

To see if it could find an offering in the Irish market that would meet these varied needs, Manpower and Experis went out to the market and in their own words “talked to everyone”. The decision in the end wasn’t difficult. Vodafone’s Unified Communications solution, One Net Business, ticked all the boxes and offered functionality over and above what they were seeking.

Manpower’s IT Manager Brian O’Reilly agreed.

*“One Net Business ties all our mobile and landline phone infrastructure together and give us ‘green button’ technology which is incredibly flexible. You can be on a call using the unified communications software on your laptop, but if you need to leave the office you can easily flick that call over onto your mobile and continue working as you walk,”* he said.

## Working smarter

“The result is that we were able to scrap our desk phones and provide everybody with a mobile phone with the ability to communicate on various different platforms.”

*“Vodafone showed us the benefits of moving from our old PABX platform to a cloud-based telephony system. That gives us that ability to work from anywhere and be connected seamlessly to the office. Somebody could be working from home and get a call on their direct line but need to push that call to one of their colleagues, two clicks and the call is transferred,”* he said.



Integrating this Unified Communications solution into the core of its business has been a key ‘digital transformation’ strategy for Manpower, giving it improved control over costs as well as access to business-enabling technology here and now.



*“It’s like having the entire office in your pocket, and it’s giving our people the tools they need to work in their day to day. If I step away from my desk I know that I don’t have to worry about forwarding my phone to this person, or whether I’m going to miss a call because my mobile is going to ring,”* Crawford said.

However, a key consideration for the company was also how it would position Manpower and Experis for future development. In particular, both companies would like to be able to integrate customer relationship management (CRM) software more deeply into how it does business, and it sees its investment in unified communications as key to that.

## Ready for the future

*"One Net Business enables us to grow as a business – if we need to add more people to the system it's very easy to do. But we're always pushing ourselves forward and as part of that we want to make sure our technology is world class."*

"We want to be able to log our calls, attach notes and capture much more information as part of the communications process. One Net Business isn't just a separate system that sits on its own that enables us to communicate internally and with our clients and candidates – it's also become part of our overall technology ecosystem."

ManpowerGroup's continued investment in cutting edge technology and partnership with Vodafone has helped the business become a smarter workplace and be ready for the future.



**To find out how Vodafone can help  
your business be ready for the future  
speak with us today on 1800 855 696.**

The future is exciting.

**Ready?**

