

digital transformation at randstad.



Lisbon, September 28, 2017

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Randstad Digital Factory



what we do.

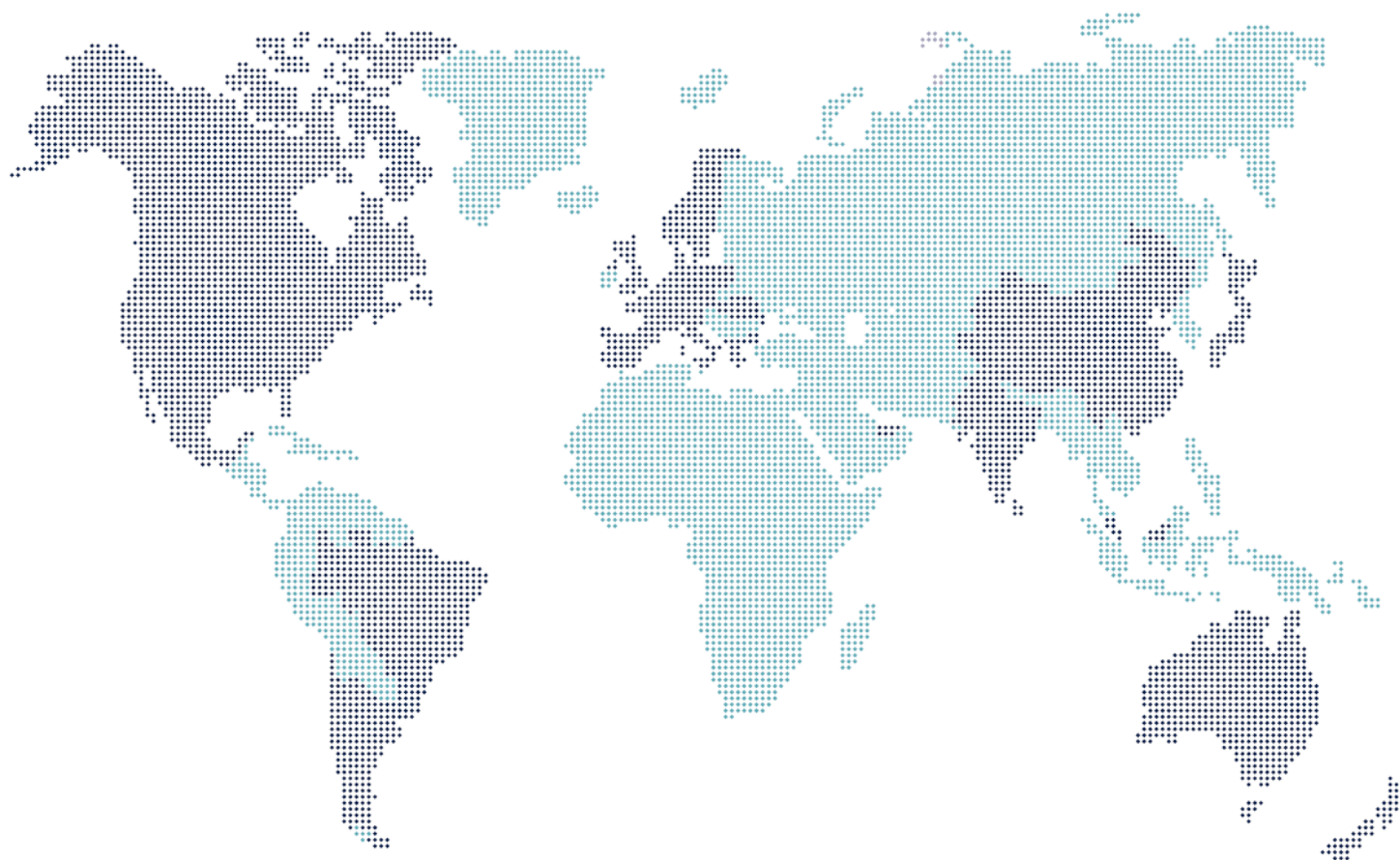
we help candidates with jobs and with developing their skills in order to have a relevant career.

services we provide:

- temporary staffing.
- professionals.
- in-house services.
- permanent placements.
- HR solutions like RPO, MSP and outplacement.



our global presence.



(represents over 90% of the global HR services market.)

Andorra	Luxembourg
Argentina	Malaysia
Australia	Mexico
Austria	Monaco
Belgium	Netherlands
Brazil	New Zealand
Canada	Norway
Chile	Poland
China	Portugal
Czech Republic	Romania
Denmark	Sweden
France	Singapore
Germany	Spain
Greece	Switzerland
Hong Kong	Turkey
Hungary	United Arab Emirates
India	United Kingdom
Ireland	United States
Italy	Uruguay
Japan	



randstad in numbers (year-end 2016)

second HR services provider worldwide.

€ 20.7

billion in revenue.

183,900

number of permanent placements.

32,280

avg. corporate employees.

4,752

offices in 39 countries.

626,300

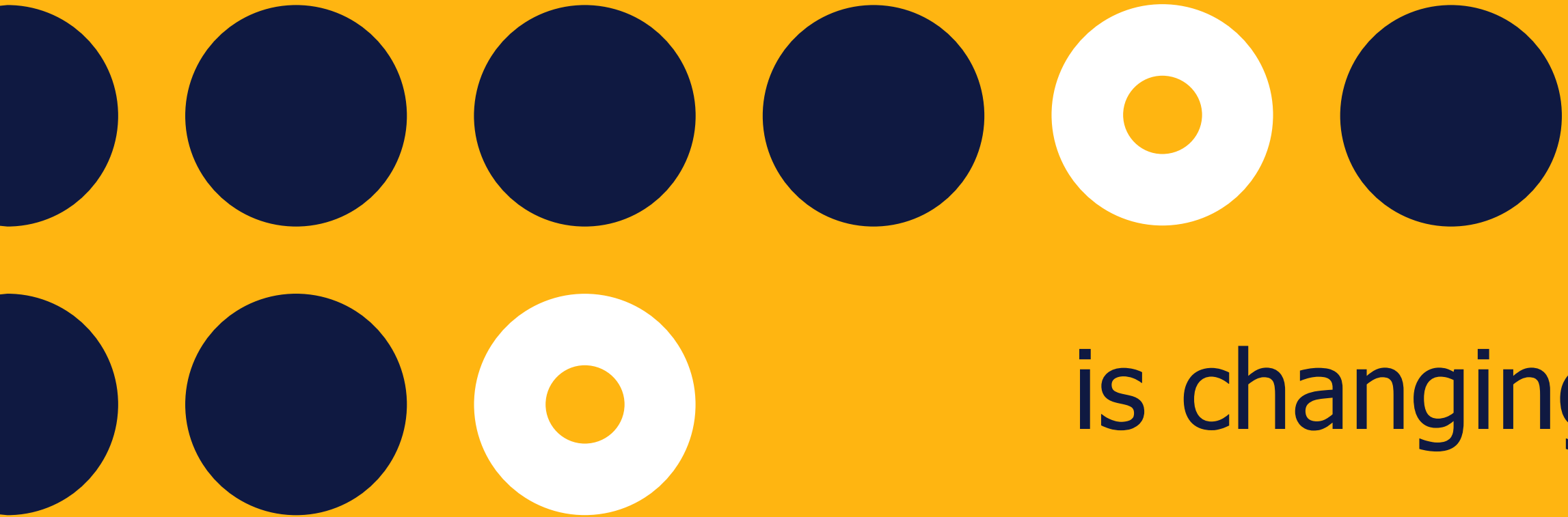
people employed every day.

45.2

% women in leadership positions.



the world



is changing.

A large, diverse crowd of people is gathered behind a metal barricade at what appears to be a public event or concert. Many individuals are holding up their smartphones high in the air, capturing photos or videos. The crowd includes people of various ages, from young adults to an elderly woman in the foreground. The scene is filled with energy and anticipation.

digital is the

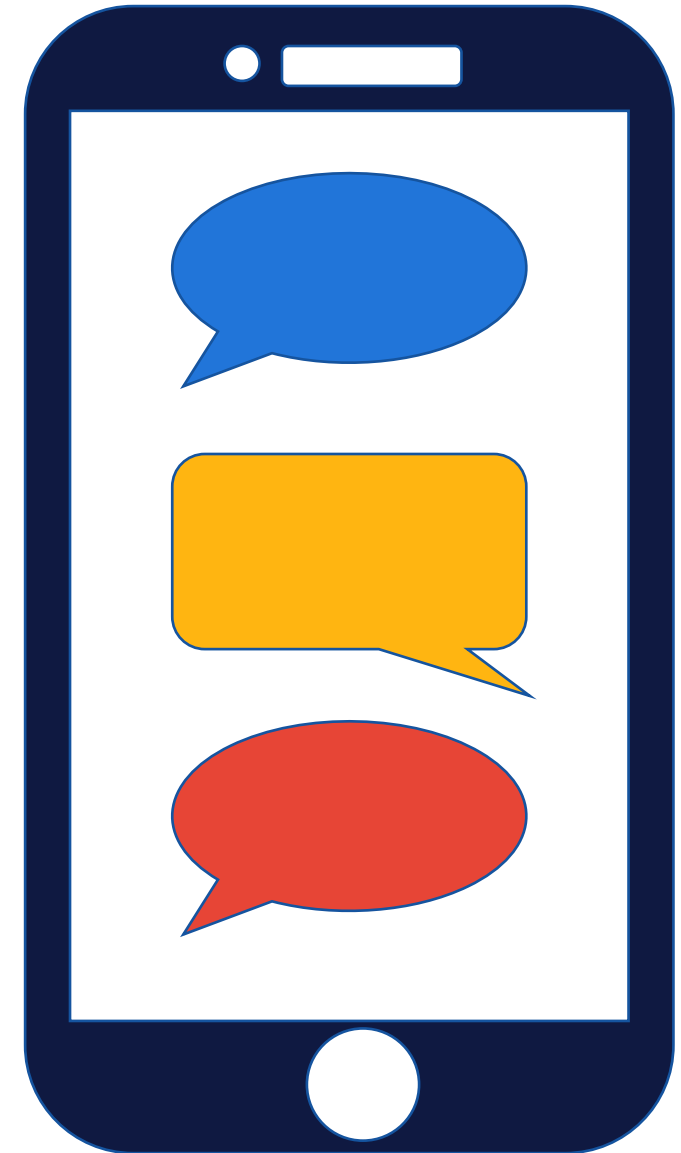
new normal.



source: The Boston Globe

an era of constant technological change.



- everyday component in our lives.
- change the way people connect to jobs.
- anywhere, anytime, and through any device.
- a seamless customer journey through all channels












an era of
new competitors and business models.

Today's HR Tech Landscape As of 24 March 2017 | Click logos to visit a company's website | Something missing? Or want to learn more? Reach me at wsaborio@gmail.com :)

MICROSOFT BUYS LINKEDIN FOR \$26.2 BILLION

Steven Tweedie  
🕒 Jun. 13, 2016, 8:31 AM 🔥 154,017

Google to launch a jobs search engine in the U.S.
Posted May 17, 2017 by Sarah Perez (@sarahintampa)

HR Tech Companies:

- Assured Labor, Wonele, cornerjob, FIELD NATION, shiftgig, Crew, Upwork, Lystable, ximble, OnboardIQ, yoi, Click Boarding, Recognition & Rewards, O.C.TANNER, Achievers, perkbox, globoforce, Bonusly, BlueBoard
- homebase, EVERWISE, air, charlie, starling, JUSTWORKS, Maxwell | Health, BeneStream, PEOPLEJOY, GuideSpark, Sympa, people, GREYTIP, VISIER, URBANBOUND, shiftmessenger, Humi HR, Namely, collage, When I Work, Espresa, benevity, EMPYREAN, MOVE GUIDES, ANY PERK, allay, Wellbit, Lifeworks



what does this all mean for our company and our business models?

- move at the speed of a startup
...while running a multinational enterprise in 39 countries!
- driving scale in our digital solutions
... on top of a business model that traditionally been very much local!
- considering new business models and partnerships
... without trying to build everything ourselves!
- working more together between the countries
... where historically the cooperation has been limited



tech & touch

be the most agile integrator of tech
supporting a core human touch

we are the trusted human partner in a
technology driven world of talent

tech & touch strengthening our leading role.

- we are **acquiring external knowledge** and expertise
 - through acquisitions (RiseSmart, Monster)
 - and the Randstad Innovation Fund.
- we are **innovating** and improving our tools through our Digital Factory.



fuelling innovation

randstad innovation fund (RIF).

- strategic corporate venture fund
- HR technology portfolio of complementary minority investments
- online platforms, big data analytics, machine learning and sourcing, screening and selection tools.



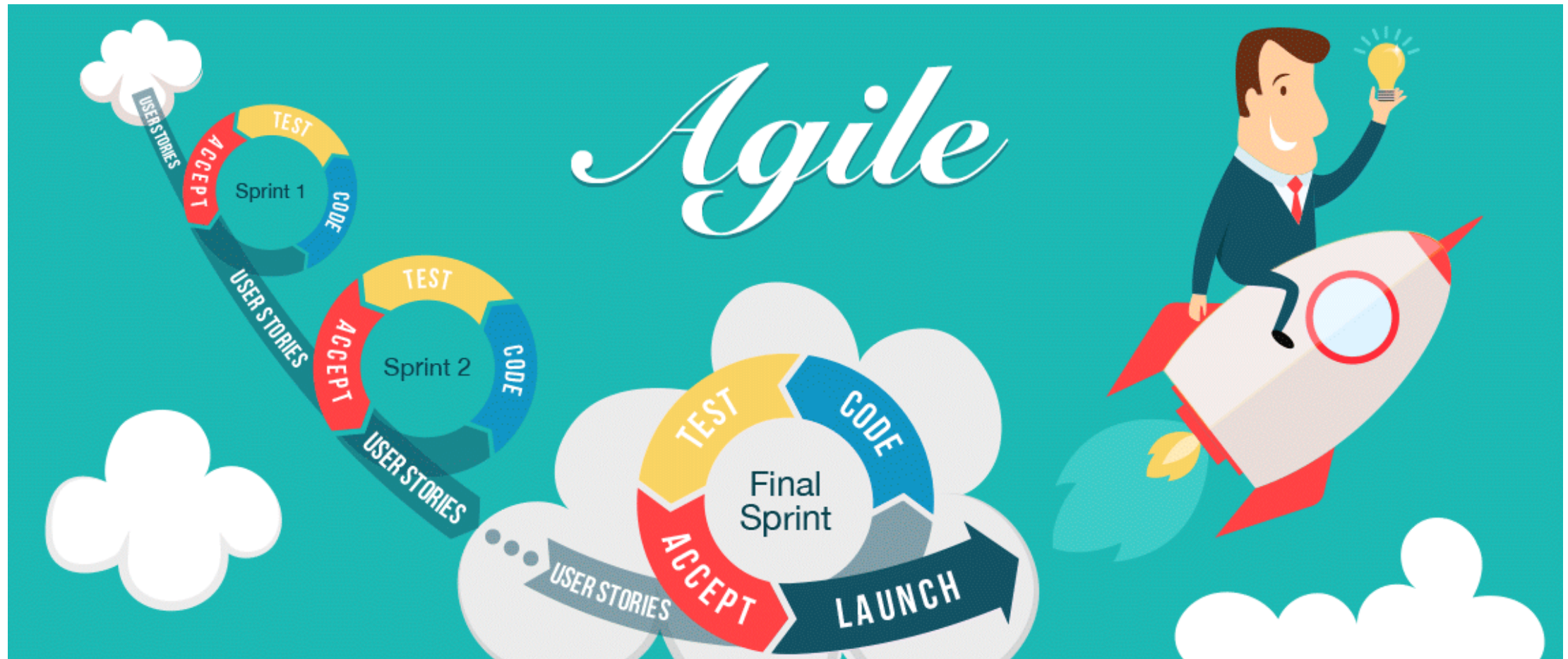
fueling innovation

digital factory

- a new organization – built next to the existing structures – reports into the CDO
- multifunctional and multi cultural team that operates as a corporate startup
- mission: scale up the best ideas quickly around the enterprise
- deliver fast or fail fast, in any way learn fast and capture learnings
- bring “Minimum Viable Products” (MVPs) to the market



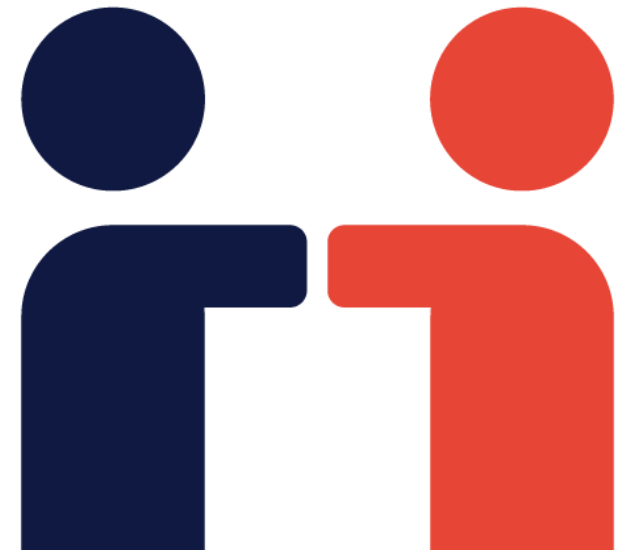
going agile digital factory



organization choices

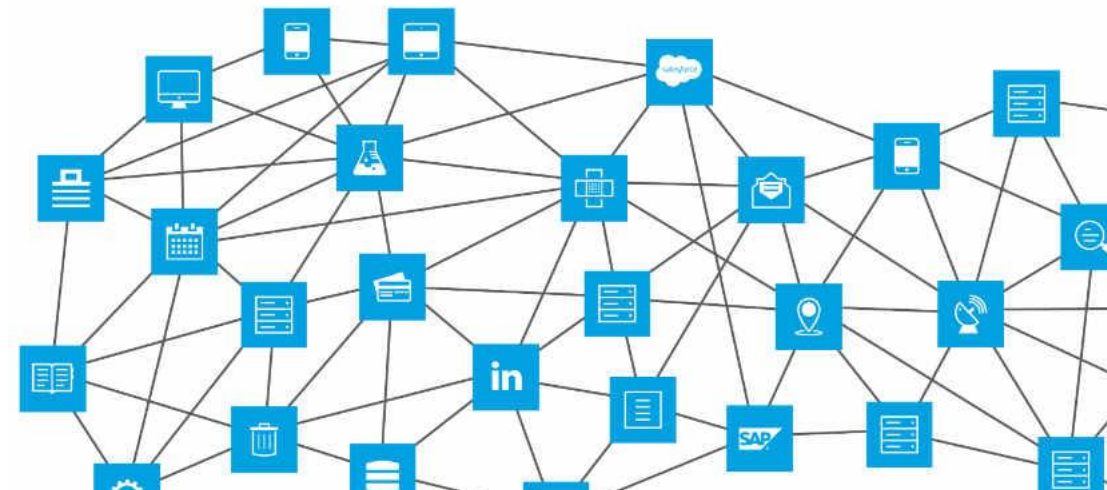
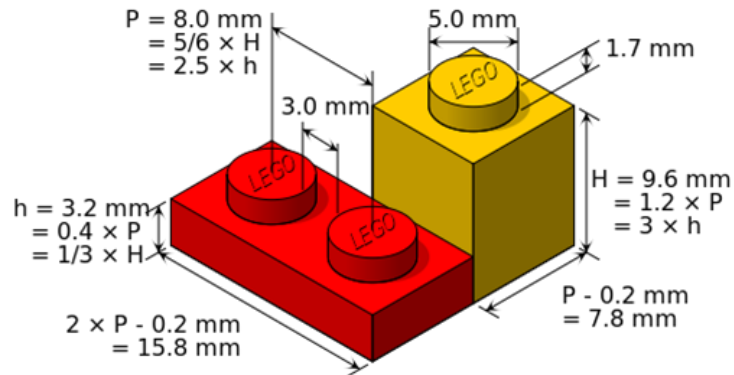
digital factory

- central multifunctional hub in The Netherlands
- API development center in Poland
- mobile development center in Portugal
- big data / algorithms development partner in Belgium
- more to come as we go!
- Typical roles we are looking for:
 - scrum masters
 - solution architects
 - data scientists



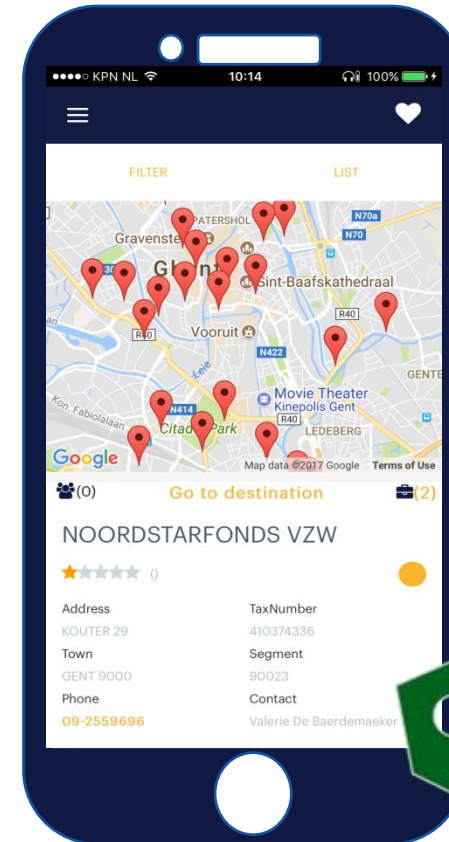
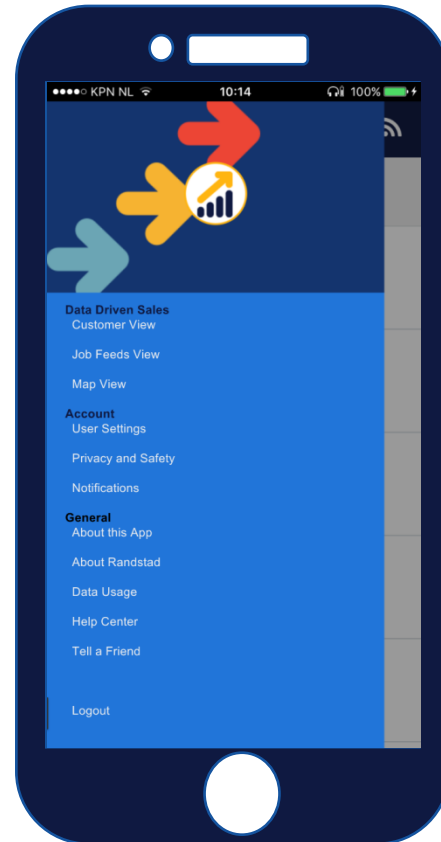
getting data centric digital factory

- The company that can connect its data the quickest typically wins
- We are building a data centric architecture built around cloud platforms and an API network
- Focus on data standards and connections instead of building big data warehouses



build apps that travel digital factory

a scalable framework
with common functionality
like authentication,
visual identities,
language settings,
legal disclaimers, help
pages etc.



business apps within the
framework that have
a consistent “consumer
grade” experience for our
Candidates, our clients and
our employees



challenges

digital factory

- Creating a “reason to believe” → Deliver the MVP’s quickly with excellence
- Driving a culture of transparency → De-silo the enterprise data
- Driving a culture of “buy versus build” → only build where it generates a competitive edge
- Introduce a startup mentality in an enterprise → moonshots / OKRs versus KPI’s
- Finding the people that connect tech with touch → generate the right environment



q&a



randstad

human forward.

