

PROFESSIONALIZING TALENT MANAGEMENT MORE CLARITY AND BETTER ORGANIZATION

RECRUITING PROCESSES GET A BIG EFFICIENCY BOOST WITH HAUFE

AT A GLANCE

CHALLENGE

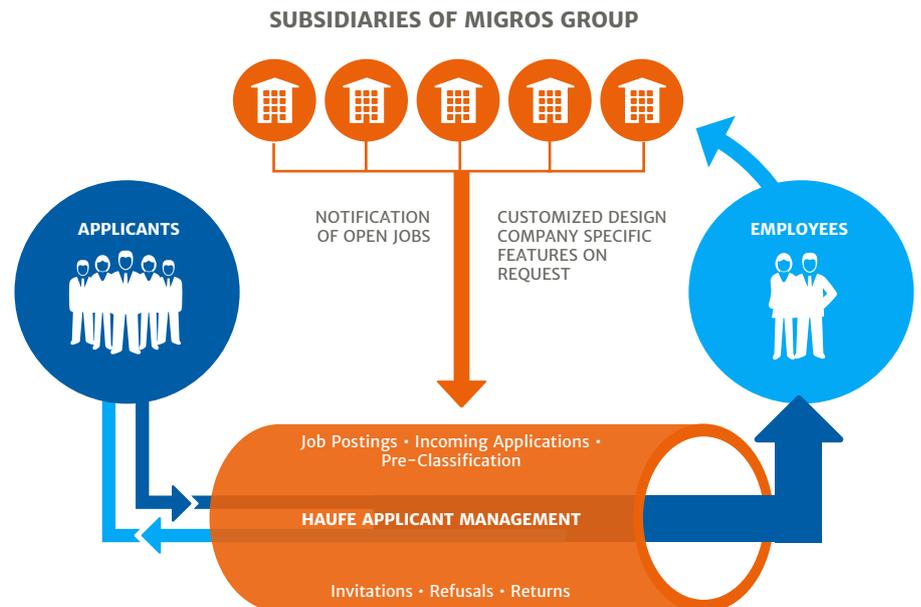
- Consolidation and automation of recruiting processes
- Migros Group's company structure must be taken into account
- Increased focus on online applications

SOLUTION

- Deployment of Haufe Talent Management

RESULT

- Job postings are managed individually
- More efficient application processes
- Sharp increase in online applications



“In most businesses, recruiting is handled by a centralized HR department. In Migros offices in Eastern Switzerland, for example, the HR department has around 50 employees, 15 of whom are focused on recruiting,” says Thomas Marty, responsible for personnel systems in HR Management at the Migros Group, in explaining the challenges that the company faces on a daily basis. “To deal with that complexity, we need a system that brings all of our data together in one place.” And to meet those tough demands, the Migros Group works with Haufe.

Migros Cooperatives was founded as an umbrella organization for the administration of the ten individual Migros cooperatives, which operate not only industrial and commercial companies, but also tourism companies and culinary, recreational and educational facilities. These include Ex Libris, Obi, Aproz Sources Minéraux, Chocolat Frey and Hotelplan Suisse, among others — not to mention the Migros Club Schools. But as different as these Migros companies may be from one another, they all have one element in common: They are all independently responsible for their own recruiting operations.

With the wide spectrum of activities that the Migros Group is involved in, it's no surprise that each of its businesses is organized in its own way. The Federation of

HOW MANY APPLICANTS? LOTS!

From 2006 to 2010, the Migros Group achieved consolidated employment growth of about five

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Thomas Marty

percent. In total, the cooperative employed over 82,000 workers in 2010.

Most of them worked in the cooperative retail trade (57,273), followed by the industrial sales and wholesale sector (10,523), commerce (9,235), travel (2,567) and the other Migros companies (2,481). When it comes to new hires within the group, then, one thing is for sure: There are a lot of them to process every year!

As a result, the Migros Group was looking for an applicant management system that could handle large numbers of job postings and applications, and that could also be customized to meet the group's specific requirements. That's exactly what they found in the standard Haufe package. With this system, the group was able to standardize most of its recruitment processes, and to make them even more efficient as well. The first and most important step was to coordinate the new system with the logical processes used in the individual businesses — in other words, the whole hiring pipeline, from initial contact to invitation to job interview.

EVERYONE DECIDES FOR THEMSELVES

Naturally, the group first wanted to see how well the new system from Haufe would work out in day-to-day use. In the initial phase, therefore, the solution was first deployed in ten businesses. After all, the Migros Group's decentralized corporate structure also implies that each business was able to decide for itself whether it wanted to use the solution or not.

And now, more and more of them are deciding in favor of Haufe. "The most important thing for us is that the need arises from within individual businesses and that the software isn't imposed on them from above, and that we in the holding company can evaluate how things go," explains Thomas Marty.

MULTILINGUAL AUTOMATION

In the businesses that have deployed the Applicant Management system for daily use, here's what the recruiting process looks like today: First, the central HR department receives a staffing requisition, either by email or through an online form. The recruiter can now use the E-Planning tool to design the visual appearance of the job posting as needed, e.g. by filling in additional product or location information, or by adding his own business's logo.

"Even though the E-Planning tool is a different system, Single Sign On allows us to use it without interrupting the recruiting process," Thomas Marty continues.

The recruiter also uses the E-Planning tool to control the publication of the job posting. First, the posting is published directly to the Migros Group's careers page. The tool can then also be used to connect to online job boards and print media. The real *pièce de résistance*, though, is that postings can be published not only in German, but also in French and Italian if needed. In Switzerland, that's a key advantage. The decision as to where exactly a given job posting should be published is always left to the individual businesses. "All we do at the head office is analyze who is posting where, and which recruiting channels are the most successful. And we negotiate contracts for the successful channels," reports Thomas Marty.

EASY ACCESS FOR KEY STAKEHOLDERS

In most businesses, both recruiters and department managers have access to Applicant Management. The system also includes a function that can be used to record the results of job interviews. In practice, though, this function is not used all that frequently within the Migros Group, as most notes taken during job interviews are written up by hand. The system's flexibility also allows for the integration of HR support staff, who can take over further processing tasks such as communication with the applicant.

Through the use of Haufe, the entire recruiting process is handled through a single tool. That makes for a clearer, better-organized process, as well as a noticeable reduction in recruiting costs.

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THE ONLINE TREND CONTINUES

Today, some 80 percent of applications are submitted through online channels. These applications come into the Applicant Management system automatically, which means significantly less effort for recruiters. And that's precisely

why the Migros Group, with the help of Haufe, is taking a variety of steps to steer even more applicants towards those online channels. After all, processing an email application takes almost as much effort as for one that comes in by regular mail. For example, applicants might be told that "we look forward to your online

application", or the job posting might not include the company's complete address. Recruiting staff at the Migros Group have noticed that although most of the company's employees work in a retail setting, and therefore don't use PCs every day, applicants are nevertheless highly familiar with the online application process. For Thomas Marty, the fact that eight out of ten applications come in over the Internet was a pleasant surprise.

ABOUT THE USER

Based in Switzerland, the Migros Group is made up of ten individual cooperatives that have joined together in an umbrella organization called the Federation of Cooperatives. The Migros Group's portfolio ranges from retail stores, to food manufacturers, to a hotel chain.

Company	Employees
Federation of Migros Cooperatives	82,000
Sector	Website
Service and manufacturing	www.migros.ch
Location	
Switzerland	

PEOPLE WHO DO THE RIGHT THING

"The biggest factor driving business success is people who do the right thing." With this motto, Haufe stands for a management approach that puts people instead of processes at the center of corporate philosophy and policies. After all, it's people who generate added value. This vision guides all of Haufe's activities, and represents the core idea behind a uniquely integrated portfolio of software, content, continuing education and consulting.

Haufe is now home to over 1,500 employees. Over 75,000 customers in many different sectors are finding success with our solutions, including Neue House, VICE, BMW Group and Siemens.

To learn more: haufe.com/solutions

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