

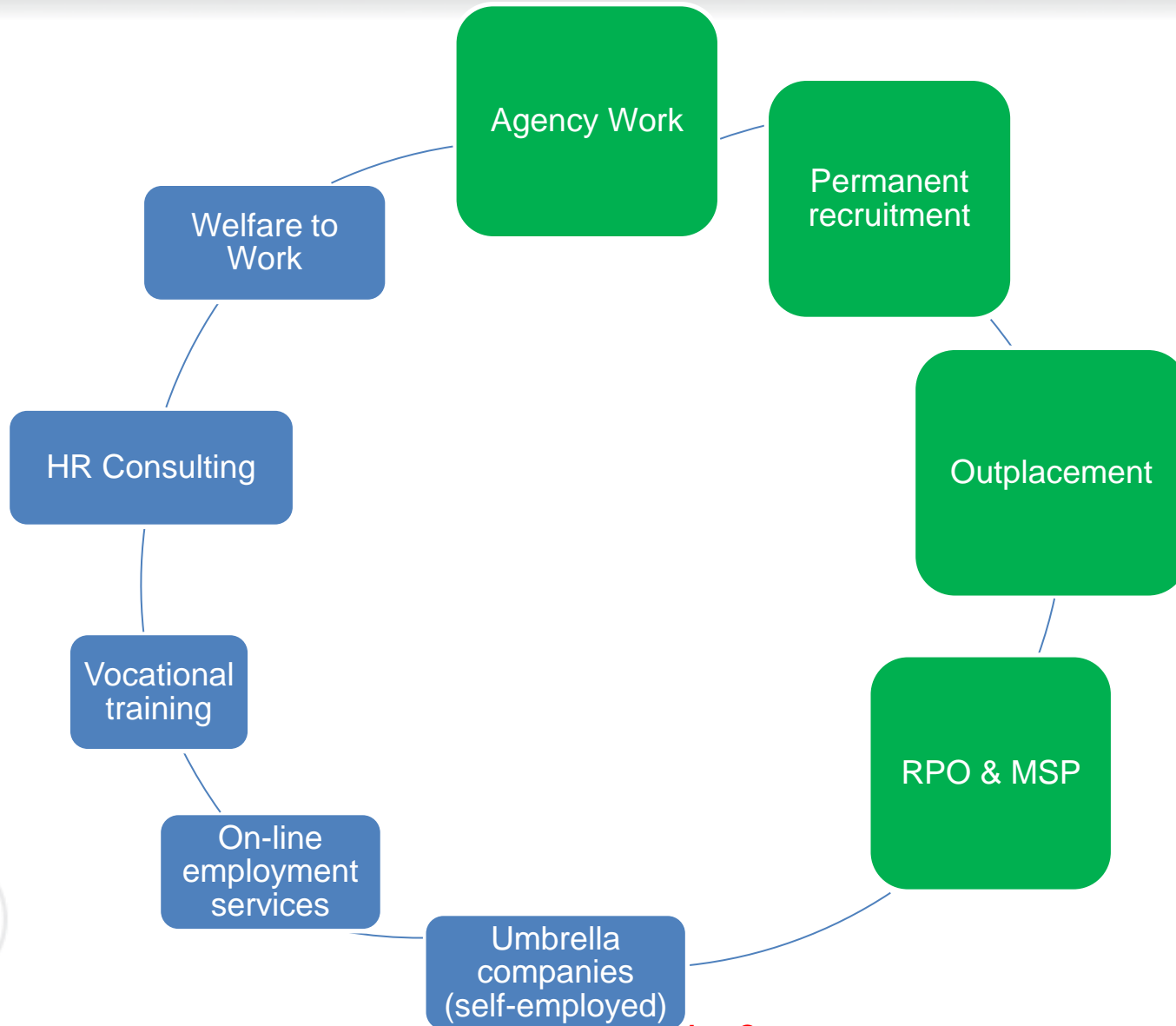
Repositioning and rebranding our industry

27th May 2015

- **Ciett Branding & positioning taskforce appointed (November 2014)**
 - Hans Leentjes - Chair (Ciett VP, ManpowerGroup)
 - Kevin Green (NFC Chair/Ciett VP, REC)
 - Mark De Smedt (Ciett VP, Adecco)
 - John Healy (Chair CMC/Ciett VP)
 - Denis Pennel/Menno Bart (Secretariat)
- **Concept note prepared and discussed to align taskforce members and decide on next steps (February 2015)**
 - Priority to agree on how the industry should be described
 - Ciett rebranding will follow this first step
- **Expert group workshop organised to brainstorm the positioning and branding of the industry (March 2015) as intermediate step towards a Ciett branding**
- **Output of Expert group workshop discussed by Taskforce (April 2015)**
- **Ciett Board endorsed the recommendation made by the Taskforce to reposition the industry (May 2015)**
 - Recommendations only covers the Industry's repositioning & branding, next step will be to work on Ciett's branding & positioning (2016)
- **Final phasing in to be determined.
Propose 2016 ahead of 2017 (Ciett 50th anniversary)**

- **To achieve clear, aspirational and globally consistent positioning for our industry**
 - Which segment of the HR market do we represent?
 - What is our story to the external world?
 - Which territory are we legitimate to represent?
 - What do we deliver to society in general and the labour market in particular?
 - Which words should we use to describe the services we deliver?
- **What should the new positioning achieve?**
 - To better cover the scope of HR services that Ciett members represent
 - To position the industry in an aspirational way that reflects the new world of work
 - To build wider authority and impact in influencing the regulatory operating environments
 - To take ownership of the « future of work » topic
- **What are the benefits for Ciett members?**
 - To build industry reputation and position as critical part of healthy labour market
 - To be part of globally aligned industry with consistent, positive and impactful messages
 - To strengthen ability to influence national policymakers and stakeholders
 - To create new momentum in terms of PR & Communications
 - To define and use common language to describe the industry

The 4 HR services to focus on as a priority



Themes to be associated with

Changing world of work

Bridge to employment & transitions

Adaptation to change

Work-life balance

Growth & jobs

Skilling & empowerment

Saving public money

Work security & employability

Diversity & inclusion

Sustainable flexibility enabler

Innovative workforce solutions

Risk management & Competitiveness

Decent & meaningful work

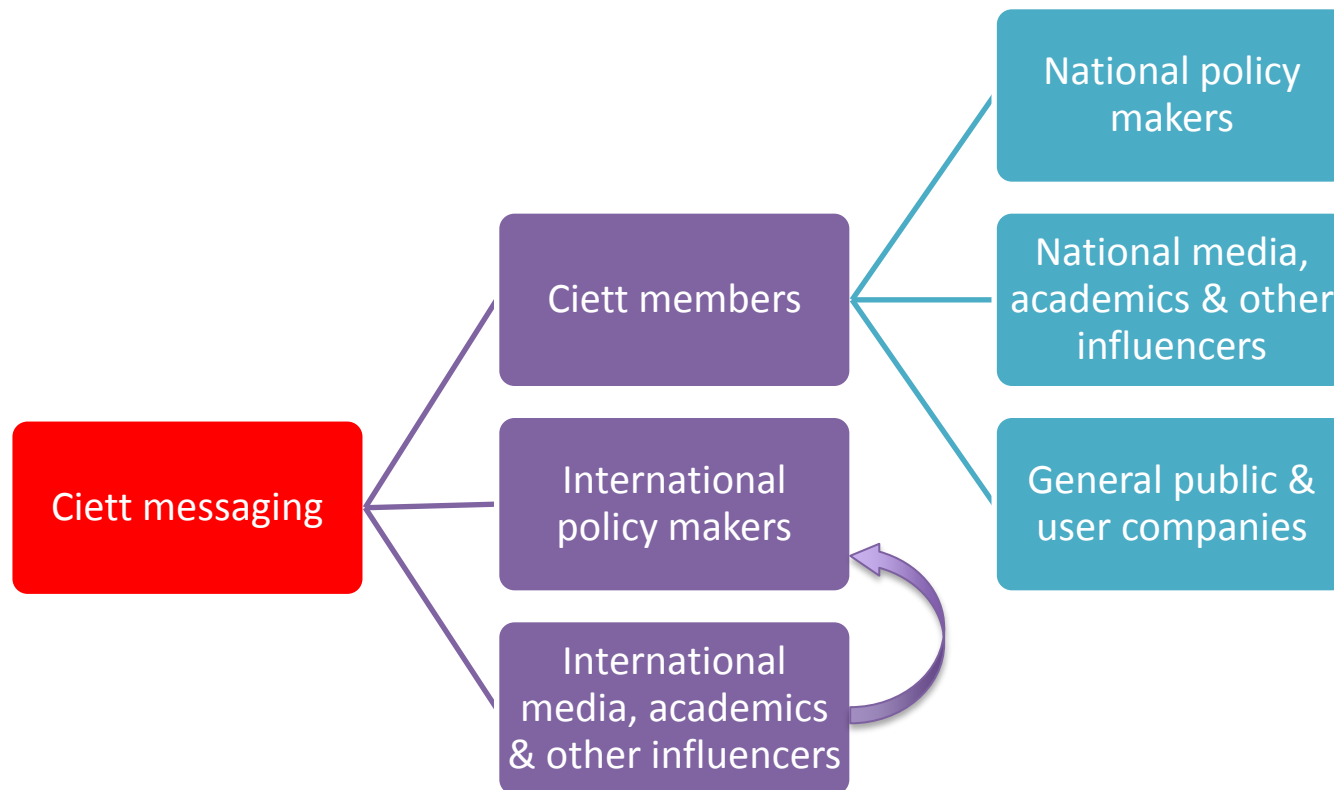
Labour market trend spotters

Appropriate labour regulation

The positioning of the industry

Target Audience

- Participants confirmed that the Ciett primary external audience is international policymakers (e.g. ILO, OECD, World Bank)
- They should be targeted directly but also via key influencers such as media & international employers organisations (such as IOE)
- Ciett members are of course a key (internal) audience
- Ciett messaging should be appealing to both primary audience as well as key influencers



**Territory of industry
(where do we operate?)**

- Labour market

**Positioning of the industry
(who are we?)**

- Work & Employment Specialists

Mission of our industry (short)

- “Leading in a changing world of work”

Mission of our industry (extended)

- To drive people and organisations to navigate a changing world of work by enabling jobs, adaptation, prosperity and security

Enabling Work

SOCIAL INTEGRATORS

HOPE

Enabling Adaptation

AGILITY CREATORS

CONFIDENCE

The
added value
of the industry

Enabling Prosperity

GROWTH DRIVERS

PRIDE

Enabling Security

TRUSTED LABOUR MARKET
ADVISORS

TRUST

Enabling Work

SOCIAL INTEGRATORS

- Access to employment & work experience for first-time entrants & those returning
- Provide decent & meaningful work
- Facilitate transitions
- Reduce unemployment
- Turn available work into jobs
- Fight undeclared work
- Increase labour market participation
- Create more work opportunities
- Increase inclusiveness of society
- Improving work-life balance



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Enabling Adaptation

AGILITY CREATORS

- Facilitate adaptation to change
- Develop skills through apprenticeships, retraining, training on the job
- Provide workforce solutions
- Develop innovative HR practices
- Adapt workforce to production needs
- Increase work mobility
- Allow companies to focus on core business
- Increase business competitiveness



CONFIDENCE

Enabling Security

TRUSTED LABOUR MARKET ADVISORS

- Provide risk management solutions
- Empower people by improving employability
- Assist people through their professional lifespan (career agent)
- Act as Partners to Public Employment Services
- Contribute to employment security by facilitating transitions
- Reconcile flexibility with protection of workers
- Trendspotter of future labour market
- Make transitions pay
- Provide holistic solutions to jobseekers

TRUST

Enabling Prosperity

GROWTH DRIVERS

- Enrich GDP growth via sales revenue of industry
- Support employment by quick response to economic growth
- Contribute to public budget by paying social charges and taxes
- Reduce public budget for unemployment benefits by putting more people at work
- Fostering social mobility by skilling and moving people up the ladder
- Allowing businesses taking on more staff with fewer risks
- Achieving earning and spending power by providing work to people
- Reduce black economy and undeclared work
- Contribute to sustainability of business world

The new positioning applies to 4 HR services

	Agency Work	Permanent Recruitment	Outplacement	RPO & MSP
Enabling work <ul style="list-style-type: none"> • Stepping stone & gaining work experience • Provide decent & meaningful work • Increase inclusiveness of society • Improving work-life balance 	✓	✓	✓	✓
Enabling Adaptation <ul style="list-style-type: none"> • Adapt workforce to production needs • Develop skills • Provide integrated workforce solutions • Allow companies to focus on core business • Increase business competitiveness 	✓		✓	✓
Enabling Security <ul style="list-style-type: none"> • Provide risk management solutions • Empower people by improving employability • Provide holistic solutions to jobseekers (career agent) • Contribute to employment security by facilitating transitions • Reconcile flexibility with protection of workers 	✓	✓	✓	✓
Enabling Prosperity <ul style="list-style-type: none"> • Enrich GDP growth via sales revenue of industry • Create jobs for own internal staff • Contribute to public budget by paying social charges and taxes and reducing unemployment benefits • Fostering social mobility by skilling up people • Achieving earning and spending power by providing work to people • Contribute to sustainability of business world 	✓	✓	✓	✓

We are the work and employment specialists industry, providing meaningful work to millions of people and creating jobs with thousands of organisations.

Our role is to drive people and organisations to navigate a changing world of work, by enabling jobs, adaptation, security and prosperity.

Guided by our principles of fairness, inclusiveness, and freedom of choice, we are social integrators, agility creators, growth drivers and trusted labour market advisors.

As a result, we give hope, develop confidence, build trust and deliver pride.