

 SUCCESS STORY

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**‘No more empty seats:** How recruitment process outsourcing gives fast growing business information company BCI the ability to focus on core business rather than the revolving door at the staff exit.’

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## Recruitment Process Outsourcing (RPO) reduces Sales Staff Turnover by 86% while almost tripling Headcount Growth for BCI Australia.

- **BCI Group at a glance:**

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- Australasia's leading construction information service.

- **Industry:**

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- Property Services/Information Services

- **Location:**

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- Australia, China, Singapore, Malaysia, Vietnam, Indonesia

- **Recruitment Volume:**

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- 180 permanent hires annually

- **Challenge:**

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- Unacceptably high staff turnover, particularly in the Research function
- Unfilled vacancies leading to missed targets on number of projects reported and uneven Sales performance
- Lack of HR resources and professional organizational development hampers strategic objectives
- Recruitment, induction and training of new staff distracting key management from focusing on core business

- **Solution:**

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- Assessment of BCI's business - '*PulseCheck*'
- High-touch outsourced recruitment and HR department inside the client
- Entirely reengineered hiring process, combining the best features of the clients current function with **rpo group's** experience, people, processes and technology expertise
- Innovative, performance related, non-transactional commercial model

- **Results:**

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- New organisational structure led to internal promotions for underutilized top performers, and enhanced communication between departments
- In an intensely competitive hiring environment, **rpo group** reduces BCI's time to hire by 43% to 17 days
- Reliance on traditional recruitment agencies cut to zero.
- Staff turnover reduced by 37% in one year.
- Management able to focus on achieving their business objectives while dedicated **rpo group** recruitment specialists embedded within focus on filling vacancies, creating a pipeline of candidates for future needs, inducting staff, introducing formal succession planning, identifying training needs, and coordinating training programs.

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## Customer Profile

BCI Group is Asia's leading construction projects information provider with nearly 400 staff in over a dozen offices throughout Australia, China, Malaysia, Singapore, Hong Kong, Vietnam and Indonesia.

BCI provides detailed information on commercial, industrial and residential construction projects that are relied upon throughout the industry for research reports and forecasts, as well as for sales leads for manufacturers, distributors, builders, subcontractors and professional services firms.

They have one major competitor, a global business information service provider, in Australia, and little direct competition in the other Asian locations. However, they compete against a myriad of research companies and call centres for research staff, and the construction industry at large for sales staff.

Like most services companies relying on phone-based researchers, high-turnover, low morale and high absenteeism is a major challenge. In addition, identifying and nurturing quality sales staff is a universal difficulty to which they are not immune

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## Business Need

“Staff turnover and constant vacancies are holding us back.”

**BCI Managing Director, Chris Rose**

BCI is a success story in anyone’s language. A competitive market-share approaching 50%, stellar revenue growth, headcount growth and impressive profit margins, as well as a quality reputation amongst clients, was all encapsulated in the company’s status in Business Review Weekly’s “Fast 100” list.

While the leadership focused on client service, sales and commercial reputation, the growing headcount meant that the original can-do culture became diluted by people not zealously committed to the company vision. This led to increasing turnover and absenteeism, as well as declining productivity, in the research function in particular. But it also reflected itself in a Sales division that was suffering from underperformance and constant turnover outside of it’s core group of long-term top performers.

In short, they had outgrown their organizational structure and leadership style and needed new life breathed into to the culture.

More importantly, management was acutely aware that the time had come to invest back into the “people” side of the business to regain the high performance culture that they took for granted during their rise to business prominence. They also realized that, at their size, that was going to take professional help.

## Solution

“RPO Group exceeded our expectations in every regard. They really integrated into our business and took ownership for our staffing outcomes from the beginning. Their expertise and total commitment to the task was far in excess of what I would have hoped for if we had decided to build our own function independently.”

**BCI Chairman, Matthias Krups**

Managing Director, Chris Rose, together with Group Chairman Matthias Krups decided to have the recruitment and HR performance of the business audited through a “*PulseCheck*” before deciding on a course of action.

The *PulseCheck* shone a light on turnover patterns, salary trends and competitive market forces, employee tenure by sub groups, and showed how difficult it had become to find, attract, select and keep good people for BCI. It also touched on the revenue and cost implications of these trends.

Rose and Krups decided to stay focused on core business and employ an inhouse outsourced team from **rpo group** to carry out the recommendations from the *PulseCheck* and run the people and culture side of the business.

In practical terms, **rpo group** created BCI Careers and set about moving towards a high performance culture by:

- Redefining the Value Proposition they can offer to potential employees
- Understanding what made the top performers tick and identify places where others with that profile can be found
- Understanding the roles better, especially the criteria for success, and selecting rigidly against these in order to improve the fit of new hires.
- Instituting a recruitment process that sold the opportunities as well as managed the expectations of the candidates continually to improve the cultural alignment of new hires
- Inducting people effectively to shorten the time to contribution and productivity
- Identifying training needs and comprehensively responding to them with affordable, quality programs
- Assessing all staff periodically, identifying top performers as well as those at risk of defecting, and instituting formal succession planning across the business.
- Revamping the organizational structure, including new roles, reporting lines, performance benchmarks, KPI reporting, and management methods.

## Results

“Having such a wonderful capability allowed our management to concentrate on our own strengths, while providing structure and support for our people management responsibilities. I have no doubt that it has been responsible for allowing us to get back to basics and give first class service to our clients.”

**National Sales Director, Stephen Spackman**

After 12 months of BCI Careers, the company culture has changed enormously at BCI. This is particularly evident in the areas of mid-tier management, sub-team performance, communication, and the almost universal acceptance of accountability for results at the individual and team level.

This has manifested itself in the emergence of a new cadre of leaders who have been given their chance and the tools to succeed and have responded beyond expectations. More importantly, a dramatic increase in the productivity per employee (as measured by individual KPIs) has demonstrated the validity of the program undertaken.

Some of the metrics with which BCI measured **rpo group** include:

	Before <b>rpo group</b>	With <b>rpo group</b>	% Change
Total Staff Turnover	51%	32%	- 37%
Sales Staff Turnover	73%	10%	- 86%
Time to Fill	Estimated 30+ days	17 days	- 43%
Headcount Growth	6%	23%	+ 283%

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## The Road Ahead

BCI Careers continues to take on new initiatives aimed at growing the human capital and improving the productivity and performance of the BCI Group.

The next major challenge is to integrate the culture of a recent acquisition, Omni-Quant, into the BCI Group. In particular, we will be ensuring the recruitment and development results achieved thus far is mirrored in a planned recruitment drive to expand the Omni-Quant products nationally over the next 12 months.

## Lessons learned

- Recruitment is a time-intensive, transactional task. It will crowd out all other tasks that are not time-critical for management to the detriment of the focus that those managers can give to the business mission.
- Utilising professionals dedicated to the task will dramatically improve your recruitment performance. With better “fitting” hires being inducted correctly and led effectively, notable improvements in culture, morale and ultimately productivity can be made within 12 months.
- An RPO firm can bring immediate change through experience and expertise in implementing and maximizing systems, processes and habits. This allows a firm to make a significant “step-change” in recruitment performance in a fraction of the time that is normally achieved on its own.
- In a services environment, where the quality of staff is often the determining factor in business success, creating a competitive advantage in recruitment translates directly into both increased sales (revenue), and internal efficiencies (decreased costs).

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## **RPO Group Company Synopsis:**

### **Head Office:**

#### **rpo group**

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Sydney NSW 2000  
Australia

### **Main switch:**

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**rpo group** ([www.rpogroup.com.au](http://www.rpogroup.com.au)) has pioneered the "Third Way" in recruitment and retention. Providing cost effective, fully managed staffing functions inside companies, they free up business leaders to focus on growing their enterprise in the knowledge that the right people will be there at the right times for the right cost to deliver their corporate vision