

Case Study

Sector: Aerospace & Aviation



“

Swissport International AG is a premier global provider of airport ground services, catering to over 265 million passengers annually and managing 4.7 million tons of air cargo across 133 warehouses worldwide.

Renowned for its legacy of innovation in service, quality, and reliability, Swissport has driven significant growth in the industry. Today, the company operates at 315 airports across 50 countries on all five continents, employing approximately 68,000 staff members.

Moving forward, Swissport aims to consolidate and enhance its global market presence, with a particular focus on expanding into developing markets where demand for its services is growing at a rate of 15% per year.

”



What was the Challenge?

Swissport recognised that enhancing recruitment and retention was crucial for improvement. The company faced a high turnover rate of 30%, with half of this attrition occurring within the first three months. This highlighted weaknesses in Swissport's operational management, particularly in training, onboarding, and security clearance processes.

Despite being a vibrant and profitable organisation, Swissport needed to upgrade its management capability to support continued growth.

The primary challenges included achieving a better balance between internally developed and externally recruited management roles and addressing the lack of managers capable of progression to General Manager and Managing Director positions.

To address these issues, Holmes Noble was engaged to create regional talent pools of prospective candidates, aimed at enhancing capability and ensuring long-term succession viability for Swissport.



An aerial photograph taken from an airplane window, showing the wing and a red wingtip device in the upper left. Below, a dense urban landscape is visible, with a river winding through it. The sky is blue with some light clouds.

What did we do?

Swissport is a people-centric organisation that relies on its workforce to achieve its goals and realise its vision. Emphasising the principles of sustainability and compliance, the company adheres to the "Three Ps":

- People: They value and respect their employees, prioritise safety, and foster a work environment filled with enthusiasm and enjoyment.
- Professionalism: As pioneers in their field, they strive for sustainable results by exploring innovative options and continuously improving solutions.
- Partnership: Committed to exceeding client expectations and delivering exceptional service, Swissport ensures excellence in all aspects, anytime and anywhere.

To align with these values, Holmes Noble dedicated significant time to engaging with Swissport's senior leadership team, gaining a thorough understanding of their operations and the "Three Ps." This collaboration allowed both parties to present a unified approach to the market.

Holmes Noble's strategic candidate engagement plan facilitated the development of strong talent pools across various regions.

Throughout the project, we maintained regular communication with Swissport through formal weekly reports and update calls, providing market insights and smoothly guiding candidates through to client engagement.





What were the results?

Holmes Noble delivered a comprehensive candidate pack covering four UK regions: Northwest, Northeast, Midlands, and Southeast. After engaging with over 1,100 candidates, we collaborated with Swissport to identify a pool of high-potential future leaders and established an ongoing contact strategy. We then provided a long list of eight candidates for initial screening interviews to address immediate needs, resulting in three successful appointments.

Our commitment didn't end with the offers. We maintained close contact with the new hires, supporting their transition into Swissport with our 'First 100 Days Coaching Programme' to ensure a smooth onboarding process.

Following this initial project, Holmes Noble undertook a pan-European internal benchmarking exercise for Swissport. This initiative covered approximately 150 operational roles and included Hogan assessments, 360-degree feedback, and competency-based interviews.

+44 (0) 121 769 3019

holmesnoble.com

