

Case Study

Sector: Aerospace & Aviation



Swissport Pipelining Project

Swissport International AG is a leading global airport ground services company. They provide services for over 265 million passengers annually, handling 4.7 million tons of air cargo at 133 warehouses worldwide. Swissport have a legacy of driving industry innovation in key areas such as service, quality and reliability which has fueled their growth. Today, Swissport are active at 315 airports in 50 countries across all five continents, with around 68,000 employees. Going forward, Swissport will be focused on consolidating and strengthening their market presence globally. A key objective will be to grow its presence across developing markets where demand for their services is increasing 15% year-on-year.





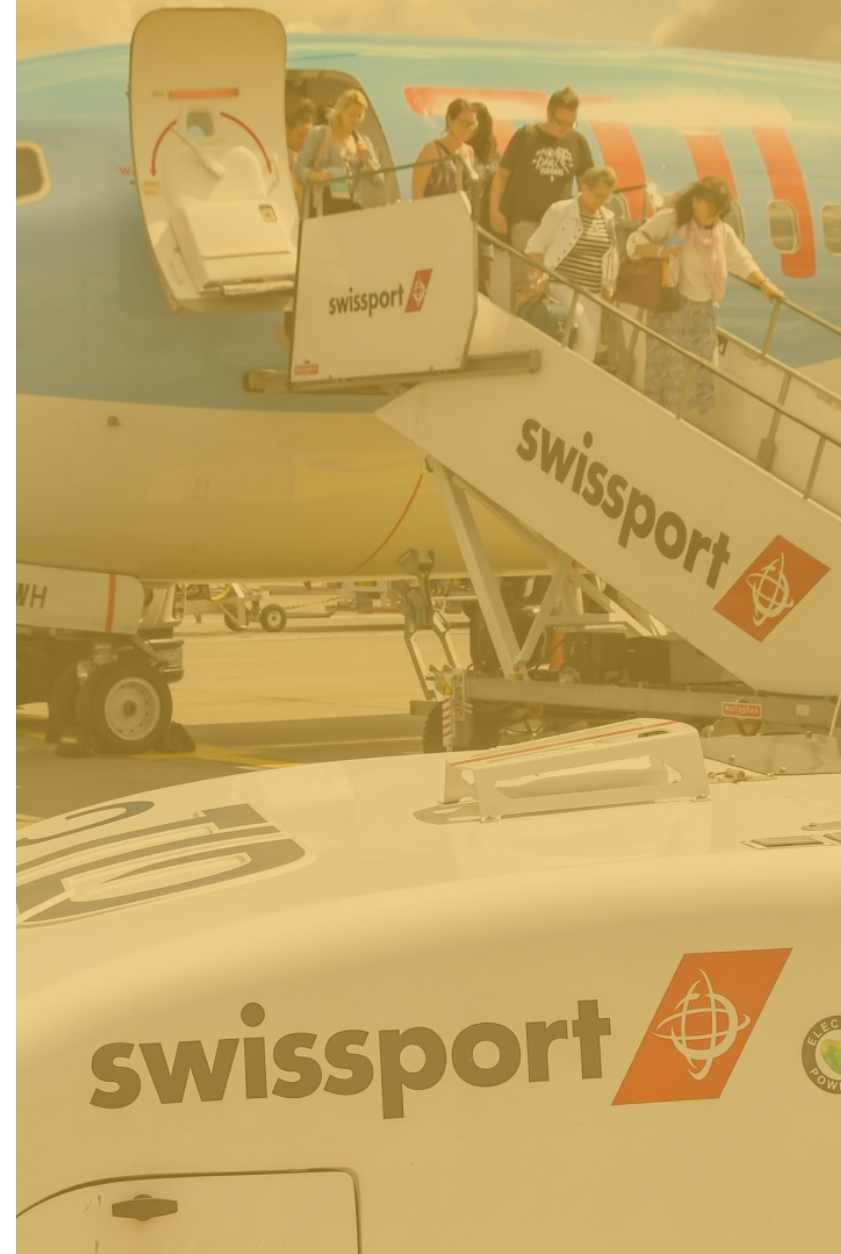
What was the challenge?

Swissport had identified that recruitment and retention was a key area of improvement. Retention in the company was especially low, with a turnover of 30%, half of which occurred in the first three months. This was indicative of the bench strength in Swissport's operational management coupled with training, on-boarding, and security clearance. The company, both vibrant and profitable, had a need to upgrade its management capability and this was identified as a key factor for continued growth. Key challenges included the need to have a better balance in management roles of both internally developed and externally recruited individuals. Furthermore, there were not enough Managers with the strategic competencies required to be considered for succession to General Management and Managing Director roles. As such, Holmes Noble were engaged to deliver regional talent pools of prospective candidates that could provide both heightened capability and succession viability for Swissport in the long term.

What did we do

Swissport is a people-focused organisation – without their people they simply cannot meet their goals and achieve their vision. As such, they focus on the principles of sustainability and compliance, living by the “Three Ps”:

- People: They show respect towards their people and their values; they do not compromise on safety and work with enthusiasm and enjoyment.
- Professionalism: They are pioneers; working constantly on achieving sustainable results, they creatively explore new options and improved solutions.
- Partnership: Continually striving to exceed the expectations of their clients and their commitments, they deliver excellent service; in any place at any time.





As with any client project, Holmes Noble spent considerable time meeting with the senior leadership team to fully understand how the business worked, including the “Three Ps”. This enabled both parties to go to market with a joint approach. Holmes Noble’s comprehensive candidate engagement strategy ensured we were able to develop robust talent pools in each region. Throughout all phases of the assignment, we remained in contact with Swissport via formal weekly reporting and regular update calls, sharing market insights and ultimately migrating candidates in process through to client engagement.

What were the results?

Holmes Noble provided a comprehensive candidate pack for four regions in the UK. North West, North East, Midlands, and South East. Having engaged with over 1,100 candidates we worked with Swissport to develop a suite of high potential future leaders with whom we agreed an ongoing contact strategy. Further to that we agreed a long list of eight candidates for initial screening interview for immediate requirements resulting in three appointments. Holmes Noble's process did not stop when the successful candidates had been offered. We remained in close contact with the successful candidates ensuring that they transitioned into Swissport offering our 'First 100 Days Coaching Programme' post appointment to ensure a smooth onboarding.





Following this initial project Holmes Noble are in the process of embarking on a pan European internal benchmarking exercise for Swissport for multiple Operational roles where the cohort is circa 150 and includes Hogan testing, 360 Assessment and competency based interviews.

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