

# LABOR POWER

Human resources firms are expanding in Peru. Through honing homegrown talent and meeting the demands of industry for highly skilled professionals, the human resources sector is providing smart solutions to increase labor market efficiency.



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**A**t ManpowerGroup, we get the difficult assignments. Usually a company tries to solve a problem by itself, and finds it too difficult. At that point they turn to our pedigree in handling demanding and complicated assignments. Our regional operations are in constant cooperation, including our operations in Argentina and Brazil. We try and help companies find talent, but sometimes it simply does not exist. We take a long-term approach, and promote viable career training at university level. It is not an easy issue to address because it takes time, but it is a matter of urgency. Yet we try to anticipate future problems, and try to solve them today. Technicians and engineers are going to be an issue in the future, and already there is a shortage in some fields. Meanwhile, there are not enough people studying and training to fill these positions.

**T**hroughout the early and mid 2000s the government tightened restrictions on temporary staffing providers in Peru, so we changed our business model to one focusing more heavily on providing outsourcing services. Also, because of the new regulations, a lot of smaller temporary staffing companies -- many of which were informal -- went out of business, giving us the opportunity to grow. Just to give you some figures, up until 2007, about 70% or 80% of our revenue was generated through temporary staffing, and 20% in other services including outsourcing. Now, it's the other way around. Just 20% of our revenue comes from temporary staffing. We have worked to develop specific knowledge of commercial areas that are relevant to our clients. Many other staffing companies simply move people from one area to another regardless of their qualifications. That is a huge mistake. People have to know what the client wants.

**M**anagers must adapt to turning a profit with less resources by making a company more competitive. Now it is increasingly important to be more efficient in the administration of an organization, and to think beyond the norm. For example, while most people complain when the economy stops growing, a good manager will tend to see the opportunities for greater efficiency. For example, last year in our business, a lot more competitors or players entered the market, and now, as the economy has slowed, they are seeking assistance. Yet if you change your business model to adapt to this new economy, you can improve your game. The market in Peru is not large, which only compounds the search for the right staff. Normally, we are generalists by practice and not focused on any one sector. In Peru it is common to see a company start out catering to the mining sector, but subsequently branching out into other fields. Essentially, we try to get the right fit between companies and potential staff.