



# **“Strategic approach of employers to increase Public services relevancy and employment rate in the Brussels Region”**

**ACTIRIS (Public Employment Service) – Brussels, Belgium**  
**M. Sébastien ROCHEDY – Marketing Expert**



**10<sup>th</sup> CAF Users' Event under the Polish Presidency of the Council of the EU**

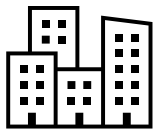
**10<sup>th</sup> April 2025, Warsaw**



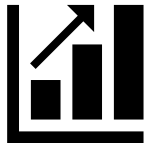
# Actiris is the public regional employment office of the Brussels Region



We join our forces and means to offer quality support to **all job seekers**. Our **partners** help us with various, often very specific, solutions.



We also offer solutions to **employers** for recruitment, diversity and financial support. We collaborate with our partners to **offer simple, efficient and cost-free services**.



**The employment rate objective in Belgium is at 80% (in 2030).** In 2023, this rate was at 72,1% (20-64 years old) and was at **60% in Brussels**.



# Employers are the key stakeholders to increase the employment rate



Employers **create values, propose job offers and they diffuse job positions**. Improving our relationship with them is a strategic and sustainable lever for the employment rate.

## Our insights in 2021 (brand and satisfaction surveys):



- Actiris is **not top of mind for (non-client) employers** looking for information on recruitment.
- Actiris provides **the same services to all employers** in terms of information, recruitment guidance, inclusion and financial support.
- Employers („client” of Actiris) **are satisfied with specific services** (recruitment / tools / human interaction) and **less so with job seekers or other tools and communication**.



We used to set ‘business’ targets only **on the number of job offers to be collected** from ‘employers’.

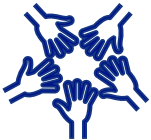
# From findings to set leadership goals

Mid 2021

In 2021, we set up a **clear leadership vision and goals**:



- **Set Actiris as the key player** towards employers on the active labour market;



- **Cooperate with the employers** to better know their needs and adapt our offer & communication;



- **Ease, stimulate and monitor** transversal organisation (common actions based on targets and reportings).



POLAND25.EU

# Process: pragmatic steps to foster a positive and collaborative dynamic



## Set-up of a transversal team

Fall 2021

- **Mission:** Clarify scope, governance and responsibility
- **Objectives:** define strategic & operational plan to get in touch with employers

## Collect employer needs

End 2021  
to  
Spring 2022

- **Large survey** targeting the employers of Brussels Region (quantitative and qualitative)
- **Media campaign** „your needs, our solutions” to get the most diverse and representative answers
- Establish **partnerships with federations** to reach out employers

## Clear view on our (potential) users' needs & value proposition gap

Summer  
2022

- Results shared, in a transparent way, with our partners
- 85% of our offer was aligned with the needs of our target audience
- **Gap analysis:** Development in communication, our services and channels.





POLAND25.EU

# Process: from insights to a review of our value proposition & market approach

End 2022



## Diversification

- Communication and channels have to match our users reality (e.g. use of digital / attendance at a meeting).

- Needs differ by size and sector activity of the company: rapidity to recruit / presence or absence of HR department...

- From 'the same offer to all' to 'we know your business reality' and we might be your partner for recruitment questions or process.

## Sectorisation & Segmentation

## User experience

- Ensuring that we are **all user oriented** and the **relevant processes are improved** on a regular basis,

- **Measuring of the satisfaction** and use insights to better adapt our offer.







POLAND25.EU

# Integrated, long-term strategy focused on market realities with cross-functional cooperation

2022

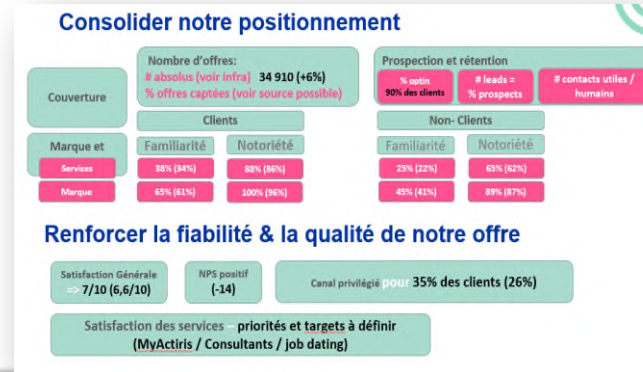
## Employer Solutions Guarantee



- **Employers' needs** (2021 campaign/needs study)
- **Transversal approach** (federations / BF / diversity)
- **Solutions & Offerings**

2023

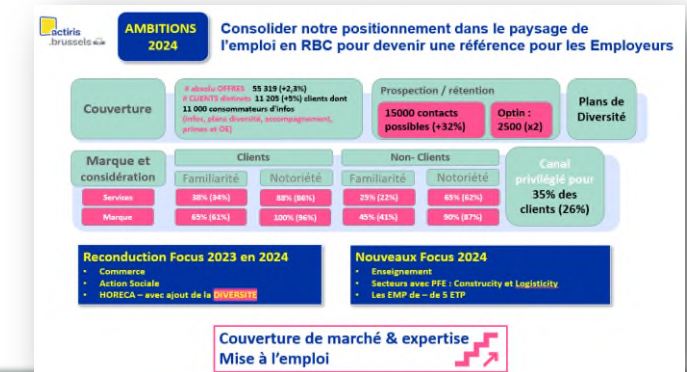
## First Approach Plan



- **Quantified ambitions** (Coverage, Brand & satisfaction)
- **Sectorization**
- **Integrated approach & cooperation** (Marketing / Consultants / Communication)

2024

## Monitored approach plan



- **Quantified ambitions** (Coverage / Data / Brand / Products)
- **Quarterly monitoring** (CRM)
- **Channel differentiation** (sector/size)
- **Extended Integrated Cooperation**

# 1/ Set Actiris as the key player towards employers on the active labour market

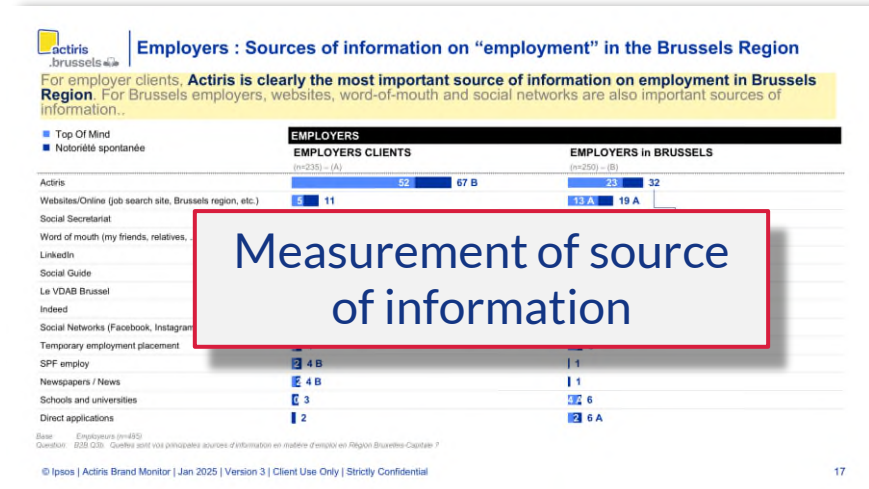


## ➤ We measure every two years (« Brand monitor » study):

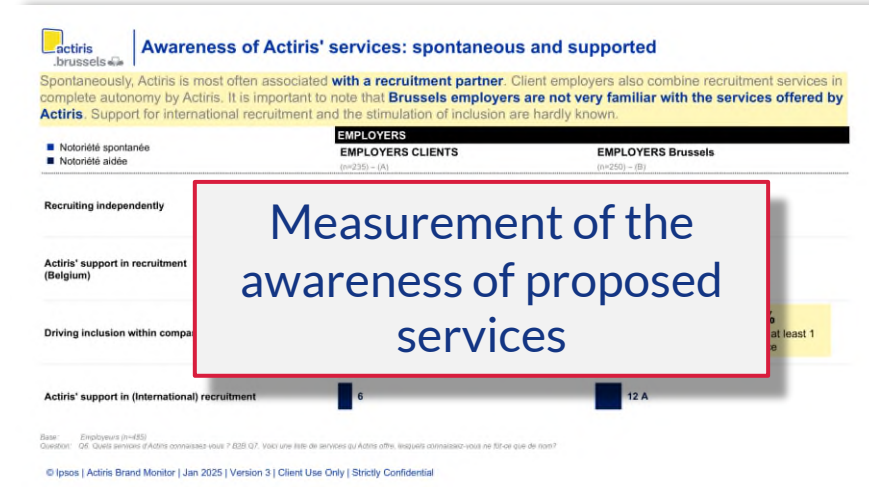
- ❑ the publicity of Actiris and main source of information
- ❑ and awareness of its proposed services
- ❑ In the 2024 survey, publicity is good, especially towards clients and larger companies!

## ➤ There is always a structural challenge in getting in touch with the SMEs.

## ➤ They are the most numerous in Brussels Region but are not recruiting for many reasons.



Measurement of source of information



Measurement of the awareness of proposed services



## 2/ Cooperate with the employers to better know their needs and adapt our offer & communication



### Support and value proposition

- ❑ Central coordination on generic & 'sectorisation' services improvements
- ❑ Changes on our communication support (website, brochures, webinars...)

### Harmonization of external communication

- ❑ With partners and employers through the different contact points
- ❑ Both internal and external satisfaction are increased.



### Independent survey towards our employers' clients

- ❑ Each two years to measure their satisfaction with our services, channels and communication,
- ❑ Feedbacks and experience are important to discuss the action plan and how to increase our efficiency.

## 3/ Ease, stimulate and monitor transversal organisation (actions based on targets & reportings)



This pragmatic, evidence-based customer centricity and market approach is now annually renewed to ensure continuously our services relevancy.



➤ The **governance** was clearly eased by the leadership vision



➤ The settings of business and performance indicators on an annual basis, on market and users' insights, have enabled to **better align people and actions**.



➤ The **Customer Relationship Management (CRM) tool** and the monitoring process implementations have been quicker (than it could have been).

- ✓ **We now follow the targets** – global, segments and sector - **on a quarterly basis**.
- ✓ Discussions are more effectiveness **on the “how” rather on “what”**.
- ✓ **We discuss together and make it happen together!**



# Key take-aways for replication: involve & respect the stakeholders, then, trust the process!

**1/ User-centricity of the project is essential to drive public services to more efficient value propositions and communication**

⇒ **Know your customer on evidence-based insights:**

- ☐ Size / Sector / Recruitment needs
- ☐ Barriers / information needs and where they are (physical & digitally);

⇒ **Listen to your market :**

- ☐ Players / Technology / Barriers
- ☐ Your users get the experience from them;

⇒ **Adapt your offer or better promote it :**

- ☐ Expertise / easiness & relevancy of your service
- ☐ Place / Messages / Time to market.



# **Key take-aways for replication: involve & respect the stakeholders, then, trust the process!**

## **2/ Setting common targets & tools:** encourage transversal action & commitment

### ⇒ **Setting clear targets**

- ☐ based on the reality of the business (trends / users experience),
- ☐ easier to explain, to promote and to monitor;

### ⇒ **Clear communication leads to**

- ☐ efficient governance and responsibilities,
- ☐ ease cooperation & commitment through people



# **Key take-aways for replication: involve & respect the stakeholders, then, trust the process!**

## **3/ Monitoring the results on a regular basis** (quantitative and qualitative)

- ☐ **Process and tools (CRM)** lead to quarterly & annual report on the 'commercial' targets;
- ☐ **Getting structured feedback and implication from the colleagues;**
- ☐ **Organise large and ad hoc surveys with end-users.**

## Contact details



**ACTIRIS (Public Employment Service)  
Brussels, Belgium**

**M. Sébastien ROCHEDY**  
**Marketing Expert**  
[srochedy@actiris.be](mailto:srochedy@actiris.be)  
**+32471637208**

