



“Taleo has been a great partner with Whirlpool in our quest to be one of the most innovative companies in the world,” says Kristen Weirick, Director Talent Acquisition at Whirlpool.”

### **Whirlpool Focuses on Innovation to Attract Talent**

Whirlpool Corporation is the leading manufacturer and marketer of appliances in the world. Principal products include laundry appliances, refrigerators, cooking appliances, dishwashers, and mixers and other small household appliances. Whirlpool markets and distributes appliances under various brand names such as *Whirlpool*, *Maytag*, *KitchenAid*, and *Jenn-Air* to retailers, distributors, and builders. Whirlpool Corporation also sells products to other manufacturers, distributors, and retailers for resale under their brand names in North America.

Whirlpool is based in Benton Harbor, Michigan and markets its appliances in more than 170 countries. Founded in 1906, Whirlpool Corporation employs approximately 73,000 employees worldwide.

### **Staying Ahead of the Talent Demand Curve**

The greatest talent challenge faced by Whirlpool Corporation is staying ahead of the demand curve. Whirlpool is in the enviable position of doubling revenues over the last six years. It needs to manage both increased execution expectations as well as more and more competition in the global marketplace. With skill shortages and an aging workforce, Whirlpool Corporation must have the right technology in place to attract the best talent from Indiana to India.

In order to meet these challenges, technology and innovation must play a very dramatic role in Whirlpool’s human capital management initiatives. The company supports a unique talent strategy using Taleo Recruiting as a technological foundation. “It would be impossible for us to embed our talent management strategy across the company without the use of enabling technology,” says David Binkley, Senior Vice President, Global Human Resources.

### **Filling the Whirlpool Corporation Innovation Pipeline**

Whirlpool drives innovation from all over the world and across all segments of its business. Whirlpool employees worldwide contribute to innovation-related activities resulting in new ideas, products, and services that deliver real value to consumers in ways never-before seen in the home appliance industry. Currently, the company has over \$4 billion of new ideas in its innovation pipeline. Without the appropriate level of talent and the minds generating these innovative ideas, the pipeline would get smaller on the back end and the company would not be able to support its brands on the front end. For this reason, talent plays an absolutely critical role at Whirlpool Corporation.

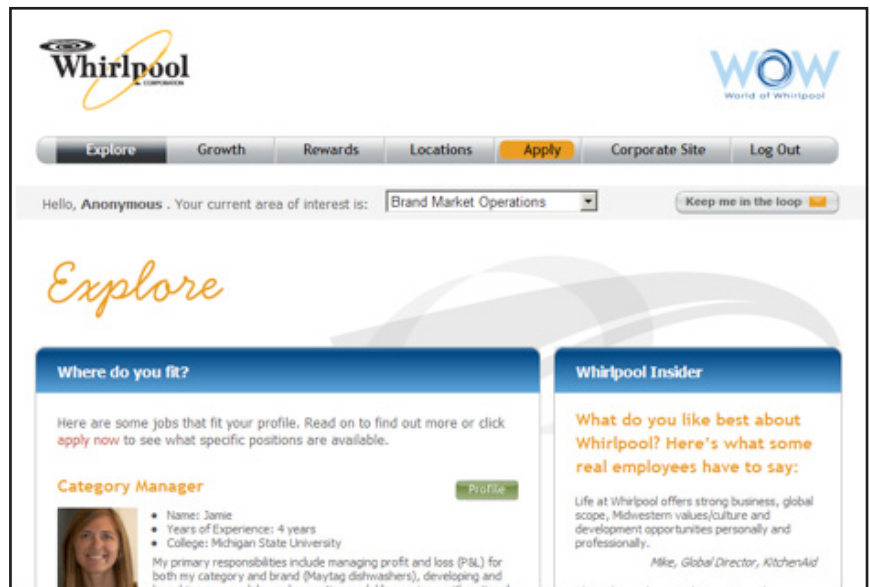
### Using Technology to Power Innovation

With the use of technology, employees experience innovation throughout the entire employee lifecycle. Exposure to innovation starts with the exceptional candidate experience on the corporate career website. Once hired, the onboarding process at Whirlpool makes sure the new hire is engaged and has the necessary skills and tools to be successful. Whirlpool employees can also play a part in their own career development through the Taleo internal mobility application Whirlpool calls Project Postings.

Innovation is clearly a critical part of the company's talent management strategy. Whirlpool employees apply innovation not only in their products, but how they do their work. Employees are encouraged to think outside the box to create "next practices" as opposed to best practices.

### Providing an Exceptional Career Experience, Inside and Out

Whirlpool has two innovative programs of which it is particularly proud. The first program is the new World of Whirlpool career website.



The career website is based on the concept of the Exceptional Candidate Experience. The idea is to provide a customized experience to candidates with answers to questions before they even ask them—extending to all aspects of a career decision, far beyond a specific job, salary and benefits. The site provides information about living in any of Whirlpool Corporation's locations across the United States, cost of living comparisons, career path options, and more. The Taleo application fits seamlessly into both the experienced hire and campus recruiting aspects of the site. The candidate-centric site will provide a full spectrum of exceptional experiences for those wanting to learn more about Whirlpool Corporation.

# Taleo Case Study: Whirlpool Corporation

**How far will your salary go?**  
Thinking about making the move to Whirlpool? See how much you'll need to start to maintain the same lifestyle.

Current Salary: \$ 100,000.00  
Current Location: San Diego, CA  
Compare to a Whirlpool Location: Tulsa, OK

Compare

Salary in San Diego, CA: \$100,000.00  
Comparable salary in Tulsa, OK: \$53,061.22

|                | San Diego, CA | Tulsa, OK |
|----------------|---------------|-----------|
| Overall        | 147           | 78        |
| Food           | 113           | 39        |
| Housing        | 206           | 46        |
| Utilities      | 129           | 31        |
| Transportation | 112           | 89        |
| Health         | 136           | 39        |
| Recreation     | 154           | 37        |

\*National average is 100. As of 10/16/2010. © 2010 Whirlpool Corp. Contact Us/Feedback

Cost of living calculations are available to enhance the employment brand.

**Mapping Out Your Career**

At Whirlpool, you can reach your career destination by following several paths. Use the facilities to explore them: after you select "Vertical," "Horizontal" or "Cross-Functional," click the arrows or the path itself to view the path's different positions and their descriptions, including how to get to the next step. Check out "See Development Possibilities" below.

Vertical | Horizontal | Cross-Functional

**Sample Cross-Functional Career Path**

See Development Possibilities

- Leadership Development
- Leadership Model
- Professional Development
- Whirlpool University
- Technical Skills
- Whirlpool University Networks
- Leadership
- Global Operational Competencies
- Functional - Human Resources

Career mapping and other opportunities are available for career growth.

**"A Strong Sense of Community"**  
The lowest ranking in Whirlpool's 40 and living in it. Search from past 10 years. There's a strong sense of community. It's an advantage to walk into the grocery store and find someone who knows. When you compare with several states of yours, you see that they have been outside of yours, too!

**"Great for Kids"**  
The location is a great community for kids, and this is an advantage to my life. Please.

**Where do you live now?**  
Click on your city!

|                       | Indiana Metro | National     |
|-----------------------|---------------|--------------|
| Population            | 24,857.00     | 3,420,137.00 |
| Average Home Price    | \$89,766.00   | \$280,000.00 |
| Average Rental Price  | \$386.00      | \$1,200.00   |
| Cost of Living*       | -4%           | +11%         |
| Males/Females         | 48%/52%       | 50%/50%      |
| Married/Single        | 34%/66%       | 31%/69%      |
| January/July Low High | 33°/73°       | 79°/58°      |
| Average Commute Time  | 20.8 minutes  | 30 minutes   |

\*National average is 100. As of 10/16/2010.

The site shows how living in Southern Michigan might match up against certain lifestyle preferences.

The second stand-out program is called Project Postings. This program, leveraging the Taleo Platform, enables employees to participate in project opportunities throughout the organization. Through this initiative, Whirlpool Corporation allows employees to more directly manage and expand their own career development.

If the employee is in finance, but is interested in getting into marketing, they can submit their application to a marketing project. All projects posted must be relevant and aligned to company objectives. In other words, they don't allow projects posted for stuffing envelopes! Project time requirements generally range between 10-30 percent of an individual's time and all participants get supervisor approval in advance of acceptance to insure it is aligned with an employee's development plans. The Whirlpool talent management team created a separate page for their internal careers website for posting and applying for projects.

**Careers at Whirlpool**

Welcome to Careers at Whirlpool. This site provides Whirlpool employees with the tools needed to apply for career opportunities. Whether you're searching for new career opportunities or understanding what you need to succeed at Whirlpool, you can find the answers here.

At Whirlpool we are committed to providing great jobs and great leadership for our employees. As a Whirlpool employee, you have the chance to continually develop your skills, explore valuable experiences, and challenge yourself to achieve your goals. We encourage you to take ownership of your career and explore new possibilities.

**Project Posting**

At Whirlpool, we are committed to providing great jobs and great leadership for our employees. As a Whirlpool employee, you have the chance to continually develop your skills, explore valuable experiences, and challenge yourself to achieve your goals. We encourage you to take ownership of your career and explore new possibilities.

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## Creating Demand for Positions through Innovation

With the use of technology and innovation, Whirlpool Corporation is able to attract the top talent they need to meet the challenge of staying ahead of the demand curve. The company's success can be measured in how fast they attract and engage talent, an increased presence on college campuses to get that demographic excited about an appliance company, and increased interest in their leadership development program. Results? They've seen applications to the career website for Leadership Development Programs triple over the past two years.

In addition, through innovation like that on the career website, this nearly 100 year old company is perceived by millennials as innovative, transparent, and fun. Whirlpool gives millennials what they want by stressing creative solutions and thinking outside the box. Additionally, through Project Post-

ings, Whirlpool is able to provide them flexibility in their career development. This is one reason Whirlpool continues to win industry awards and recognition. BusinessWeek, for example, listed them in 2008 as one of the best places to start a career and Fortune voted them in the Top 20 Global Companies for Leaders.

Candidates are now approaching recruiters and asking for interviews. “A phenomenon that has begun to occur in the company is we now have people approaching us as an enterprise because of what are doing in the talent areas,” says Roy Templin, Executive Vice President and CFO at Whirlpool.

#### **Attracting and Retaining Top Talent**

Whirlpool offers experiences candidates can't get anywhere else. “I know that Whirlpool is the right company for me because it is so people-centered and you get great exposure to leaders. Building relationships with peers and leaders is invaluable. It's something that is unique to a company Whirlpool's size,” says Brent Funk, Sr. Recruiter of University Relations at Whirlpool.

Whirlpool is using innovative processes and technology to build a world-class employment brand and to find top talent that is a good fit for the company. Talent drives the business and the company is finding, hiring and retaining the best. Employees love working at Whirlpool Corporation because it's innovative, exciting and rewarding. With the help of Taleo, they have the technology necessary to support their long-term strategy of attracting the best employees and offering internal mobility to retain the best.

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**ABOUT TALEO**

Leading organizations worldwide use Taleo on demand talent management solutions to assess, acquire, develop, and align their workforce for improved business performance.

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