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A solution that Delivers efficiency on all counts

Alliance Atlantis Communication, Inc. (www.allianceatlantis.com) is a vertically integrated Canadian broadcaster, creator and international distributor of filmed entertainment content with significant ownership interests in the Canadian specialty broadcast industry, having over 100 television series and more than 200 movies earning numerous Oscars™, Emmys™ and film festival awards. Their principal business activities are conducted through three operating groups: Broadcast, Entertainment and Motion Picture Distribution. Headquartered in Toronto, Alliance Atlantis operates offices in Los Angeles, Edmonton, Montreal, Halifax, Shannon, London and Sydney.

Business process: Recruiting

Before implementing Taleo’s online hiring management solution, Alliance Atlantis received a multitude of resumes from interested candidates all over world. The Company’s recruiting efforts were 100 percent paper-based and the recruiters depended primarily on newspapers and trade magazines to advertise open job requisitions as well as referrals. At the time, Alliance Atlantis recruiters spent roughly two-thirds of their recruitment time sifting through stacks of paper resumes to identify qualified candidates while depending on Excel to track candidates and report essential information.

Alliance Atlantis recruiters work with the company’s hiring managers to handle its global employee pool. The decision to automate was spearheaded by Kim Carter, manager of finding and keeping really cool people. Carter felt that there had to be a more efficient approach to identifying quality candidates for recruiters and hiring managers that would also best serve the candidates. In May of 2000, she began to research hiring management systems that would offer a more efficient way of managing the recruiting process.

The decision to automate

Alliance Atlantis is the leading media entertainment company in Canada and remains dedicated to maintaining that leadership position. As such, identifying, retaining and re-deploying top talent across its organization is critical for the continued success of its operation. The Company places a strong focus on customer service across all business units and Carter wanted that high level of service to also be delivered to the realm of applicants.

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At the time, Carter’s primary business challenge was to manage the huge candidate interest and support the growth in the Company’s broadcast division. Alliance Atlantis wanted to create a presence on the Web that reinforced the Company’s position as an “employer of choice.” Alliance Atlantis was looking to develop an attractive front-end Career Web site (www.getacooljob.com) that would focus on supporting those business objectives, which would work in tandem with a sophisticated back-end to:

- ▶ improve customer service levels to applicants;
- ▶ report better time-to-hire metrics;

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- ▶ track candidate sources;
- ▶ help meet regulatory and legal requirements; and
- ▶ create a tool for the entire recruiting team that would drive significant cost savings and operating synergies throughout the organization.

Vendor selection

The vendor selection process took approximately one and one-half months to complete. Many vendors were evaluated but only three were closely reviewed and presented to Alliance Atlantis executives. Three recruiters were actively involved in the research and vendor selection process. After evaluating all three vendors for the criteria needed that would meet the Company's business objectives, Alliance Atlantis selected Taleo because it offered a profile-based system based on skills, a system with superior flexibility and configuration and because it was led by an experienced team of professionals that placed great emphasis on R&D and customer feed back.

"We chose Taleo because its technology is cutting edge and also because it had an experienced team of professionals, especially among the services team. Throughout the sales process, we were totally impressed with Taleo's methodology and also how dedicated they were to customer feedback and research," said Carter.

Taleo proposed to:

- ▶ completely change the focus for Alliance Atlantis from paper-based system to a skills-based, pre-qualification process that would be systematized across the company;
- ▶ host a Careers Web site that would support Alliance Atlantis' branding initiatives;
- ▶ improve the time involved to deliver qualified hires by identifying qualified candidates in real-time (ACE);
- ▶ reduce hard costs by decreasing reliance on print advertising, staffing agencies and other costly services; and
- ▶ deliver significant opportunity cost savings by providing Alliance Atlantis with a more process-oriented, systematic approach.

Implementation

Carter led the implementation team. The total implementation time was seven weeks. Her team worked closely with Taleo's team of consultants to develop job descriptions, create a database of relevant skills-based questions, and design Alliance Atlantis' Career Web site.

"The implementation process went incredibly smoothly and it took less of my time than I thought it would. It was quick, easy and fast," said Carter. "The Taleo consultants brought a lot of expertise."

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Carter found Taleo's "24/7" support team to be extremely helpful when her team required assistance. Additionally, she noted that the training her team received from Taleo's consultants was exceptional, allowing for her team to most effectively utilize the system.

Alliance Atlantis went live on September 22, 2000, and since that time Carter has recognized many improvements in the overall recruiting process as a direct result of the Taleo implementation. Importantly, Carter feels that the re-engineered recruiting process delivers Alliance Atlantis's human resources team a quality recruitment strategy.

With Taleo: efficiency and cost savings

Taleo's ASP-based solution has also enabled Carter's team to deliver a recruiting strategy that provides individual benefits to hiring managers, the human resource department and candidates while delivering bottom line savings to the overall organization. By employing Taleo's hiring management solution, Alliance Atlantis's recruiting team is able to pre-screen and qualify candidates faster. In effect, recruiters and hiring managers alike have the opportunity to interview candidates faster, effectively bringing qualified candidates into the corporation faster. Moreover, the solution enables more efficient communication and customer service to candidates.

"Hiring managers within the Company are impressed with the system as it pre-screens candidates faster and costs them less money," according to Carter.

Carter has found that Taleo's solution delivered on the functionality it offered during the sales process and provided the efficiencies and savings discussed before implementation. Since implementation, Carter has found that the:

- ▶ average cost per hire has declined by 50 percent;
- ▶ days required to fill a position with qualified candidates declined by 50 percent;
- ▶ service level to candidates and hiring managers has improved significantly;
- ▶ source of candidate application is able to be tracked; and
- ▶ overall Taleo solution helps meet internal, regulatory and reporting requirements.

Carter feels that this new way of managing talent allows her team to review all of the qualified candidates. She feels confident that they are not missing any qualified candidates because the solution allows them to reach a broader candidate pool. Additionally, Recruitsoft's ACE methodology has enabled her team to identify those hard to find candidates that previously required the services of a staffing agency to find.

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