



MOSAIC Sales Solutions Achieves Nearly \$8 Million in Value Creation with Taleo

Mosaic, a leading field sales and marketing company, is focused on driving value for its customers through specialized programs and services that focus on brand extension and management. The company employs field specialists at retail department and specialty stores, banks, events and small-businesses for its customers across North America while offering a wide-range of customized marketing services, including merchandising, promotional marketing, on-floor selling, business-to-business marketing and audit and sales-associate programs. In order to enhance its staffing processes to be more efficient and effective, Mosaic Sales Solutions Director of Talent Acquisition Karen Scott and her team combined the right staffing solutions to address the day-to-day and long-term staffing needs of Mosaic, generating \$8 million in value for the enterprise.

The Business Challenges. It's Monday morning and one of your largest customers places an urgent request to design a program that will ensure a brand experience for a new cellular telephone model that will be introduced to the marketplace in five weeks. Mosaic needs to staff the promotional sales event program with 200 employees across North America, design specific goals and measurable objectives for the launch and report on the program upon completion. What is the best way to staff and reassign talent for these upcoming project needs so the customer and hiring managers are satisfied, turnover is low, the team is the most productive and sourcing dollars are not wasted? How can the availability, location, experience and skill sets of each candidate be considered in real time?

Mosaic Sales Solutions President Tony LaSorda stated, "Our team selected Taleo solutions to enhance our staffing processes to ensure we have the right people in the right place at the right time to meet our business objectives. After using the solutions consistently for nearly two years, we completed a comprehensive audit to measure our results. In the first year alone the value creation was \$1.2 million per year, equating to nearly \$8 million over a five-year period. We are clearly finding candidates that are better fits for our organization, which has had an impact on retention, costs and productivity. These savings and overall value creation clearly add to the bottom line."

Implementation of Taleo Solutions.

Prior to Mosaic's Taleo implementation, the company's staffing processes and practices were inconsistent. The organization was looking to create value in terms of financial results and also improve processes for managers, employees, recruiters and candidates. In particular, since many employees at Mosaic are transitioning from one customer project to another, processes enhancements were needed to staff and reassign employees for specific projects quickly. Additionally, the team wanted to collect and report on employee performances with thorough evaluations and also to have the ability to share those assessments across the various departments. With ongoing needs for qualified staff in real time for multiple projects, Mosaic selected Taleo at the onset of the company's most intensive part-time recruiting and staffing season. A time where the staffing team at Mosaic hires anywhere from 800-1200 employees.

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Sales Solutions President

TALEO CASE STUDY

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"Of the \$8 million in value creation derived, approximately \$1 million is derived from reduced turnover and \$7 million from a reduction in staffing cost." She continued, "Both recruiter and hiring manager satisfaction have increased significantly. Now that we have a solid understanding of the skills and preferences of our diverse workforce, we also have information on hand about what projects our employees have completed in the past and what projects they might enjoy working in the future."

Karen Scott

Director of Talent Acquisition

Scott stated, "The winter holiday season is a busy time for us and we needed to implement the right staffing solutions as soon as possible. In less than three months, the Taleo Enterprise Staffing Management Suite was up and running throughout our organization and the project was on time and under budget. The implementation has provided us with a much better understanding of our candidate performance and career preferences. The solutions are easy to use and highly configurable, and are able to address our company's needs and staffing cycles. Today we are able to reassign employees to new jobs and projects very quickly."

When Scott was asked about the consulting and services teams, she stated, "The Taleo implementation and service teams made it their priority to ensure that the solutions were live and finding quality candidates for our busiest season, which had an extremely positive impact on our business and this continues to be the case today."

Ongoing Results and Process Improvements with Taleo

As a leading provider of hourly and retail talent for its customers, it is an ongoing necessity for Mosaic to have the tools and processes in place to hire qualified professionals as well as hourly personnel to staff client events and programs. As a result of the Taleo implementation, there have been a number of financial benefits, process improvements and service benefits across Mosaic. Today, Mosaic is now sourcing its candidates online through its corporate website to get higher quality candidates. This resulted in a 90 percent reduction in advertising costs. With more streamlined and efficient processes in place, the time to hire a qualified candidate has been reduced by 33 percent. Furthermore, hiring managers' time in the staffing process has declined by 75 percent, allowing them to spend time on more strategic activities. Recruiters report they spend 43 percent less time per hire, reflecting not only the streamlined processes but also a more effective way to assess and re-assign employees to various customer projects.

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She added, "This adds to our employee satisfaction and it is clear to us that the implementation of Taleo has added value as it relates to unnecessary turnover. From 2002 to 2003 the reduction in turnover among our short-term contractors declined three percent while the reduction in turnover among our part time employees declined four percent. We are very pleased with our partnership."

Internal Mobility Alumni Program for Hourly Workers Integral to Success

The Mosaic team classifies an alumni as an employee who has worked on a customer project within the last six months. Today, important evaluation performance data on top performing individuals as well as other performance information is collected and placed into the Taleo solution after a project is completed. Recruiting managers can then easily reassign that employee or group of employees to other programs.

TALEO CASE STUDY MOSAIC



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Increases in Customer Service

Scott and team note that they are now able to deliver on specific customer needs that they wouldn't have achieved without a comprehensive staffing management solution as Taleo provides the structured data needed to effectively staff projects. Scott mentioned, "We made an investment in our employees and our workforce with Taleo, and this investment is apparent to our customers when we are quickly able to staff their important projects with higher quality candidates. This has also had a favorable impact on customer loyalty."

When asked what is next for Mosaic, Scott commented, "At the executive level, we have clearly been able to quantify the savings we are achieving and the value we have created as a result of these process improvements. As for the future, we are particularly impressed with Taleo's Assessment Solution announced earlier this year and we continue to look forward to partnering with Taleo to achieve additional value."

