

Case Study

Speed, Quality and Responsiveness

Spherion helps major beverage manufacturer execute nationwide workforce strategy

Results at a Glance

Challenge:

- Company struggled with inconsistent quality & difficulty in capturing company-wide contingent labor expenditures
- Poor quality placements resulted in lost productivity & cost increases
- Customer interested in expanding its diverse-owned supplier participation

Solution:

- Spherion established on-site & dedicated teams to oversee large volume contingent workforce at HQ & manufacturing facilities
- Selected as the primary staffing provider nationwide, Spherion executed a transparent service transition across 187 locations within 90 days & standardized criteria, bill rates & quality levels
- Spherion provided unprecedented reporting capabilities
- Through community outreach & national relationships, Spherion identified & qualified diverse-owned affiliate vendors

Results:

- Spherion fills as many as 450 positions per month enterprise-wide to meet peak season needs
- Quality ratings for HQ flexible staff increased significantly, turnover was virtually eliminated & expected ROI was achieved
- The customer realized estimated contingent workforce annual savings of \$2.7 million annualized

Client Profile

The world's leading manufacturer, marketer and distributor of nonalcoholic beverage concentrates and syrups, used to produce nearly 400 beverage brands, with operations in over 200 countries around the world.

Business Challenge

The partnership between Spherion® and this major beverage manufacturer began in 1999, when the customer sought to significantly improve the quality of the flexible workforce at its headquarter location. With 60 years of workforce management expertise, Spherion quickly established an on-site team that revamped job profiles, hiring criteria and candidate screening techniques. The client achieved a higher-caliber flexible workforce including clerical, administrative, accounting, finance, legal, sales and marketing talent. Hiring manager quality ratings increased to an overall four out of five, turnover was virtually eliminated at less than 1% and the customer achieved the expected return on investment for flexible labor. But this was just the beginning of a partnership that would deliver the talent, flexibility, reporting and cost-effectiveness this beverage giant needed to better compete in a seasonal industry.

Based on the success of the on-site program, the customer turned to Spherion to assist in nationwide management of a large number of flexible workers across manufacturing facilities, bottling plants and other locations in the U.S. Specific areas of focus included a customer contact center experiencing high turnover and a program to ensure that goals for doing business with diverse-owned suppliers were met.

Spherion Solution

Rapid implementation of national staffing services. Staffing decisions were decentralized among approximately 200 field locations and 75 different vendors. In naming Spherion as the national provider, the ultimate goal was to establish reporting capability and standardize staffing criteria, bill rates and levels of quality. But in the short-term, Spherion would need to:

- Quickly establish rapport with hundreds of hiring managers and analyze thousands of flexible positions.
- Transition large numbers of existing flexible staff to Spherion employment without disruption, ensuring that production goals continued to be met.
- Flawlessly execute a comprehensive implementation plan to have staff up and running and new standard procedures in place within 90 days, in time for peak season.

Spherion conducted detailed needs analysis and site tours at each location to experience the working environments. A detailed timeline was created for each location for new orders and positions to transition to Spherion. A diligently executed communications plan ensured that all levels of the customer's organization, flexible workers and current vendors were kept informed at all times.

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Spherion® leveraged its extensive local network of offices and a “virtual recruiting swat team” to quickly assume responsibility for the hiring process for existing and new flexible workers including recruiting, assessment, initial interviewing, negotiation, final offer and new-hire paperwork. The customer was able to focus on core functions such as orientation, training and field support.

- The full implementation and transition was completed on time and on budget.
- 183 offices were transitioned with hardly noticeable disruption.
- 157 positions were transitioned to Spherion employment out of nine primary sites.
- Affiliate vendors across the U.S. entered into agreements with Spherion at set national contract terms.
- The customer realized estimated contingent workforce annual savings of \$2.7 million annualized.

Meeting diversity goals. Through community outreach and national relationships with diverse-owned businesses, Spherion identified women- and minority-owned affiliate vendors qualified to meet the beverage manufacturer’s needs. Spherion collaborated with the affiliated vendors to create service consistency and efficiency and provided ongoing mentoring and coaching for continual service improvements. As a result, Spherion helped the customer increase its business with diversity-owned vendors from 7% to 15% of its overall annual expenditure, while increasing and maintaining quality of service.

Contact center workforce solution. This beverage manufacturer operated a 600-seat contact center that handled inbound calls from large fast-food clients, as well as restaurant patrons. Managed internally, the contact center was experiencing high turnover due to career growth challenges. This created a particularly daunting problem as new beverage customers were added, creating sharp spikes in call volumes.

Spherion used its CallSource Plus® program, specifically designed to improve the recruiting and selection process. After analyzing staffing trends, the center’s percentage of flexible workers was increased to better respond to changing call volumes. Spherion delivered higher quality candidates whom have proven to be an excellent source for direct hiring and thus improved retention rates. In 2004 the customer was able to hire over 150 Spherion employees, decreasing turnover by 25%.

Relationship management. Ongoing quality, process improvements and responsiveness are delivered by a team of more than a dozen Spherion workforce experts dedicated to helping the beverage giant compete more effectively. The team includes executive-level relationship managers, client-delivery managers who coordinate service levels across all aspects of the account and on-site staff at several high-volume locations, where Spherion representatives become an intricate part of the customer’s management team. Reporting on key metrics, such as headcount usage, time-to-fill, turnover analysis and overtime usage have enabled the customer to better manage contingent labor utilization and expenditures, producing significant increases in effectiveness and efficiency.

To learn more about our services, visit www.spherion.com.

