

Case Study

Deep Partnership with Major Interactive Service Provider

Spherion helps manage & audit contingent workforces nationwide

Results at a Glance

Challenge:

- *To leverage volume spending on contingent labor in order to achieve process & cost efficiencies*
- *To establish an auditable record of budget approvals for contingent staff*
- *A variety of staffing applications & environments require a partner with broad expertise & flexible solutions*

Solution:

- *Simultaneously ramped-up staff at six contact centers nationwide*
- *Established on-site teams to manage large volume contingent workforces at HQ locations*
- *Established a Web-based vendor management program enabling client to select only the most effective vendors, standardize bill rates, technology & hiring procedures, as well as streamline company-wide headcount approvals*

Results:

- *Spherion fills more than 6,000 positions each year including clerical, administrative, contact center, IT, accounting, sales & marketing skills*
- *Customer realized \$1 million savings as a result of Spherion assuming responsibility for staffing of its FL contact center*
- *Customer realized \$2 million savings in the first full year of implementation of the Spherion vendor management solution*

Client Profile

A division of a global media and entertainment company, this interactive services provider is an industry leader. It has approximately 30 million members around the world, sending roughly 450 million e-mails per day and about 1.5 billion instant messages per day.

Business Challenge

This interactive service provider and its sister divisions have a series of unique staffing needs across multiple operations, but each geared towards a similar goal—maximizing business performance by effectively leveraging a high-quality contingent workforce in the most cost-effective manner possible. Since 1997 Spherion® has steadily expanded its partnership with this interactive service provider and its sister divisions to better manage contingent workforce usage, expenditures and performance. Today, Spherion has established on-site teams to manage large volume contingent workforces at two headquarter locations and a contact center operation in Florida. Spherion has implemented high-volume, rapid ramp-up staffing at six simultaneous locations. Through its Vendor Management Solution (VMS), Spherion has also helped the client realize the benefits of standardized rates, hiring practices and Web-based reporting for all of its staffing vendors nationwide. The Managed Vendor Program (MVP) generated \$2 million in savings in the first full year of implementation.

Spherion Solution

Contact center workforce solution. Handling calls from customers planning to cancel their online service, this 450-seat contact center located in Florida is a revenue-impacting operation for the customer. Originally engaged to ramp-up the contact center then transition the function to a company human resource manager, Spherion's performance has exceeded expectations such that this center has become the first in the company's structure to be fully managed by a partner, with a Spherion manager at the helm. Spherion used CallSource Plus®, specifically designed to effectively identify sales-oriented representatives appropriate for a contact center environment. The customer's benchmark for success was for 80% of Spherion's contact center candidates to graduate from the client's intense three-week orientation, which includes simulated customer interactions. Spherion exceeded this goal and, as a result of Spherion assuming responsibility for the contact center workforce, helped the customer realize \$1 million in cost savings.

High-volume, rapid ramp-up staffing. For the remaining six contact centers that were staffed and managed by the customer, fourth quarter presented significant workforce challenges. During this period, call volumes escalated due to holiday computer purchases requiring Internet service set-up and member questions about software updates typically rolled out in October. Prior to tapping into Spherion, the customer would stretch internal recruiting resources to make direct hires for the fourth quarter and was forced to offer leaves of absence and voluntary leave when call volumes

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returned to normal levels at the end of the first quarter. Spherion® alleviated this costly process by supplying more than 500 contact center representatives for part-time, full-time and temp-to-hire round-the-clock assignments during peak season. Contingent staff was ramped down when call volumes declined and internal resources were preserved for longer term strategic objectives.

On-site solutions for high-volume contingent workforces. Headquarter operations for interactive services in Virginia, the client also has a number of sister brands in New York City used large numbers of administrative and clerical flexible workers. Spherion established on-site managers and staff that became entrenched in the unique culture and work requirements of each location. Additionally, Spherion assumed responsibility for all hiring, on-boarding, off-boarding and performance management for flexible workers. The client benefited from a single point of contact at each facility, expense tracking and other metrics that enabled more cost-effective management of flexible staffing.

Vendor Management services. While Spherion solutions were in place to manage individual locations with large-volume staffing needs, the customer was also looking to gain efficiencies across multiple staffing vendors used nationwide. The customer was interested in generating real-time reporting on contingent labor usage and expenditures for better staff planning. Achieving auditable records of budget approvals for contingent workforce spending across the organization was also imperative.

Spherion implemented a vendor-neutral, Web-based management tool that provided five effective levels of budget and/or headcount approvers. New reporting capabilities enabled the elimination of non-producing vendors and the retention of the most productive and cost-efficient suppliers. Leveraging Spherion's 60 years of workforce expertise, best practices were put into place across all suppliers for standard hiring procedures, technology, performance measurements and bill rates.

The client realized \$2 million in savings in hourly staffing costs in the first full year of the program. The metrics provided by Spherion enabled the client to target and lower administrative staffing costs by 10%, while increasing standardized levels of quality. A managed vendor solution is now underway for another sister division.

"Spherion has been selected one of our 'Partners in Excellence' three years running. They are consistently professional, flexible and innovative."

—Interactive Services Client

For more information about Spherion, visit us at www.spherion.com.

