

A FAIL-PROOF PLAN FOR ONGOING EXTERNAL WORKFORCE SUCCESS

A FINANCIAL SERVICES COMPANY CASE STUDY

While headquartered in the United States, one SAP Fieldglass customer serves consumers, businesses, banks and governments in more than 200 countries and territories. Several years ago, the company went public and expanded its global footprint significantly. The corporate function was centralized in the U.S. and tasked with overseeing the company's global flexible workforce, made up of thousands of workers in more than 10 countries and accounting for more than \$100 million in annual spend. This holistic corporate shift culminated in 2009 with the formation of a global external workforce program.

How the Program Ensures Results, Year-After-Year

An important, unique characteristic of the program is that it was established with a set of guiding principles at inception. Ultimate success is defined by how well it addresses seven key areas. These "pillars of success" ensure that the company is exceeding ROI across many areas of measurement, while avoiding the risk of having a narrowed view of the program's performance.

Strategic Partnering

Goal: To establish strategic internal partnerships as well as choose best-in-class external vendors to be champions of the program.

- Continuous communication with executives and key departments affected by the program, including communications, IT and support teams, to eliminate any change management issues
- Managed Service Provider (MSP), Allegis Group Services, and Vendor Management System (VMS) provider, SAP Fieldglass, drive the company's objectives as a unified solution

Quality

Goal: To deliver world-class, high quality worker resources.

- 82% of positions are competitively bid
- Contractor conversion is the second largest source of hire for the company
- 95% of supply base respond to the majority of jobs

Speed

Goal: To make faster business decisions via reliable, real-time data and processes.

- 10% reduction in overall time-to-fill
- 14% reduction in job posting creation-to-distribution
- 84% decrease in time sheet submission-to-approval

About This Case Study

How one SAP Fieldglass customer navigates the complex business of managing people through its global external workforce program by executing against a clear plan to ensure continued success.

Program Objective

To assist the company in establishing the most cost-effective and efficient global procurement program for contingent staffing services while maintaining high standards of quality and service and mitigating risk.

Value

Goal: To derive significant savings on the company's external workforce.

- \$7.4 million in cost savings since the program's inception
- Workers are hired within 5% of their rate cards
- Cost-avoidance enabled by supplier-funded model

Simplicity

Goal: To drive adoption for all users, critical to the program's success.

- Easy-to-navigate processes for hiring managers and workers via SAP Fieldglass
- Easy-to-understand branding to keep all stakeholders on board
- Easy-to-interpret and shareable reports

Customer Service

Goal: To give all users a voice to improve the program via annual satisfaction surveys.

- 9% increase year-over-year in program satisfaction
- 7% and 8% increase year-over-year in both recruiting and SAP Fieldglass satisfaction respectively
- Program responsiveness given the single highest satisfaction rating

Governance

Goal: To establish program oversight for continuous improvement.

- Weekly meetings and periodic surveys
- Regular business reviews and Program Maturity Model (PMM) sessions
- Internal audits and an annual governance meeting

By making workforce decisions with these seven principles in mind, the company is able to ensure its program is focused, in line with its objectives and driving towards its goals.

About SAP Fieldglass

SAP Fieldglass provides the industry's leading cloud technology for services procurement and external workforce management. More than 400 global businesses leverage SAP Fieldglass' intuitive Vendor Management System (VMS) to gain visibility into its external labor, project-based services including Statements of Work (SOWs), independent contractors and additional flexible talent pools.