

***Thought Leadership Series***

# **A Go-To Guide to Global VMS Deployment: Best Practices from eBay and Teradata**

**Moderator:**

**Bryan Pena**, Vice President, Contingent Workforce Strategies and Research,  
Staffing Industry Analysts

**Speakers:**

**Anita Scott**, Global Director, AWF & Governance, eBay Inc.

**Rich Smith**, Global Program Manager for Partner Delivery, Teradata

**Andrew Thiermann**, Account Manager, Fieldglass

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Welcome to the Staffing Industry Analysts 2014  
Industry Thought Leadership Series

Suppliers Of Staffing Services Share Their Expertise

*The Staffing Industry Analysts Industry Thought Leadership Series provides the perspective of the suppliers of staffing services. The views expressed in this webinar are those of the sponsor and not necessarily that of Staffing Industry Analysts.*

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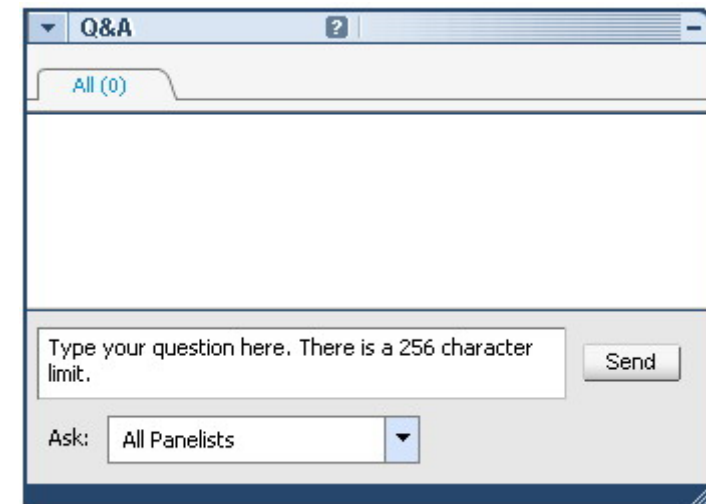


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- **Q & A:** To ask questions – use the question function on the webcast control panel
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- **Slides:** Copies of the slides used will be distributed to all attendees within 24 hours following the webinar
- **Replay:** A replay of the webinar will be available for CWS Council Members at [www.staffingindustry.com](http://www.staffingindustry.com)

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Thought Leadership Series  
**A Go-To Guide to Global VMS Deployment: Best Practices from eBay and Teradata**  
 March 27th, 2014  
 11 am PT / 2pm ET

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**Speakers:**  
 Ripon Poria, Vice President, Contingent Workforce Strategies and Research, Staffing Industry Analysts  
**Sponsors:**  
 Anita Boon, Global Director, eBay & eSolutions, eBay Inc.  
 Rob Healy, Global Program Manager for Global Delivery, Teradata  
 Andrew Theismann, Account Manager, Fieldglass

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**About Staffing Industry Analysts**

Staffing Industry Analysts is the global advisor on contingent work

- Over 100 firms benefit from our international research services
- 50 of the world's largest staffing firms are members
- Over 100 years of contingent labor are members of our CWS Council, representing over 200 billion in annual contingent workforce spend. Customers in over 200 US locations
- Founded in 1988
- Acquired by Tech Connections (NASDAQ: TCH) in 2010
- Headquarters in Houston, Texas, California and London, England
- Industry and advisory services for the entire contingent workforce arena globally

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**Upcoming Events**

**CWS SUMMIT LONDON**  
 13-14 May, 2014 | Lancaster London | London, England  
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**eBay Inc.**  
 Anita Boon  
 Global Director, eBay & eSolutions

**Teradata**  
 Rob Healy  
 Global Program Manager, Global Delivery

**Fieldglass**  
 Andrew Theismann  
 Account Manager

**Staffing Industry Analysts**  
 Ripon Poria  
 VP, Contingent Workforce Strategy & Research

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Thought Leadership Series  
**Where to Next?**



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# About Staffing Industry Analysts

**Staffing Industry Analysts is the global advisor on contingent work**

- **Over 700 firms benefit from our international research services**
  - 19 of the world's 25 largest staffing firms are members
  - Over 60 buyers of contingent labor are members of our CWS Council, representing over \$100 billion in annual contingent workforce spend
  - Customers in more than 80 countries
- **Founded in 1989**
  - Acquired by Crain Communications (\$200M media conglomerate) in 2008
  - Headquartered in Mountain View, California and London, England
  - Industry and advisory service for the entire contingent workforce arena globally

## CONFERENCES



## RESEARCH



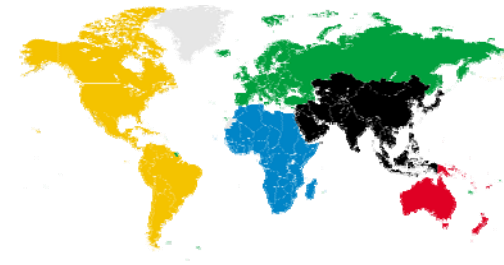
## ADVISORY



# CWS Council Members (partial list)



## Remember to Save the Dates



13-14 May, 2014 | Lancaster London | London, England  
***CWS Council Meeting 12th May***



October 6-7, 2014 | Mirage Resort & Casino | Las Vegas, NV  
***CWS Council Meeting October, 6th***



October 8-9, 2014 | Mirage Resort & Casino | Las Vegas, NV



The logo for Staffing Industry Analysts, featuring the text "STAFFING INDUSTRY ANALYSTS" in white on a black background.

STAFFING  
INDUSTRY  
ANALYSTS

**Certified  
Contingent  
Workforce  
Professional**

**April 29-30  
Houston, TX**

A man in a light-colored suit and blue tie is looking at a laptop screen. In the background, a woman with blonde hair is smiling.

Take the class.  
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*[www.staffingindustry.com/certification](http://www.staffingindustry.com/certification)*

Live, in-person CCWP certification classes



May 1-2, 2014 (Detroit, MI)



May 7-8, 2014 (Mountain View, CA)

*Thought Leadership Series*

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ebay inc

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Global Director, AWF  
& Governance



TERADATA

**Rich Smith**  
Global Program  
Manager for Partner  
Delivery



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**Andrew  
Thiermann**  
Account Manager



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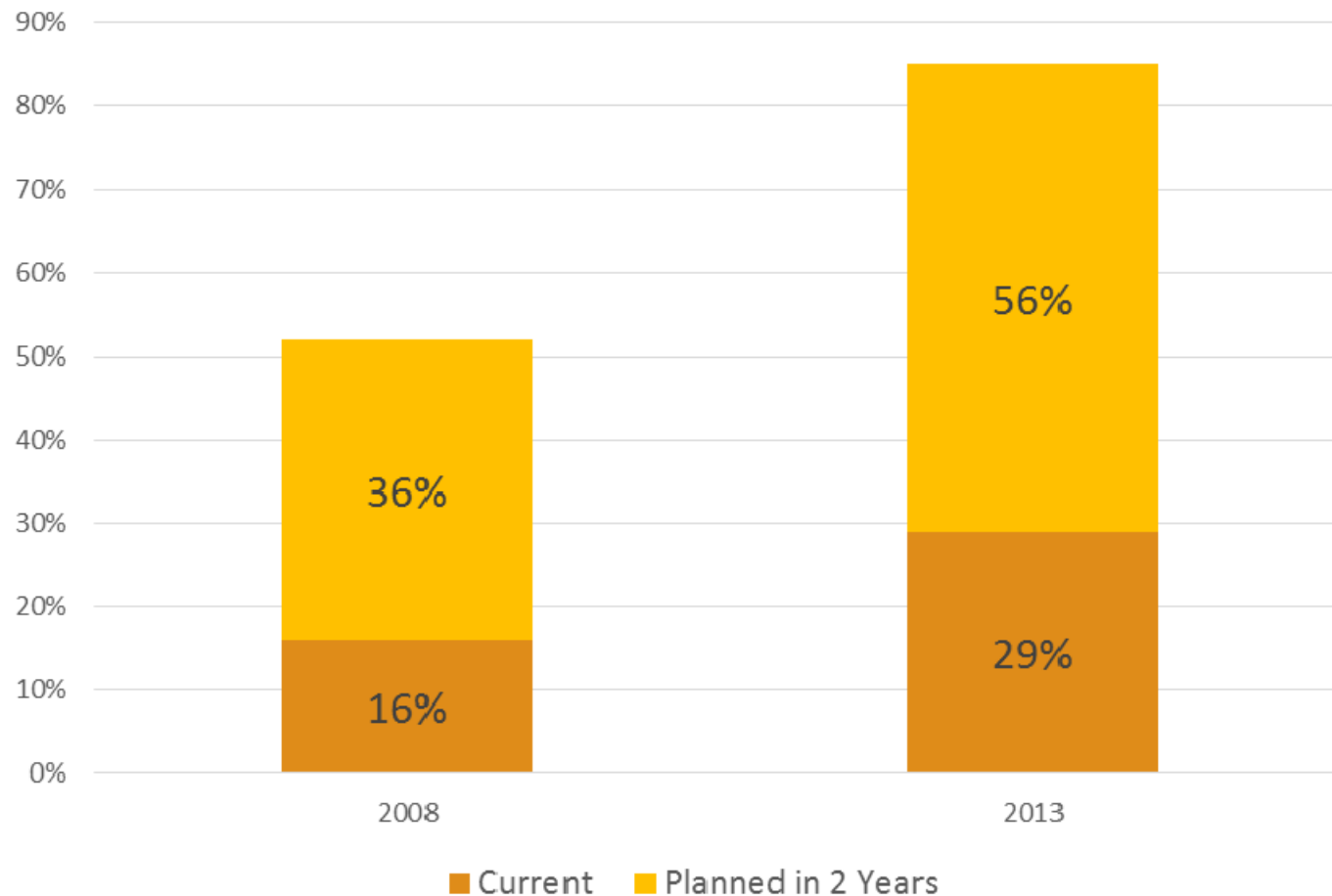
**Bryan Pena**  
VP, Contingent  
Workforce Strategies &  
Research

SECTION ONE

**DESIGNING A PROGRAM  
MANAGEMENT MODEL**

# US Buyers Globalizing Their Programs

Percent of Large Buyers with Global CW Management

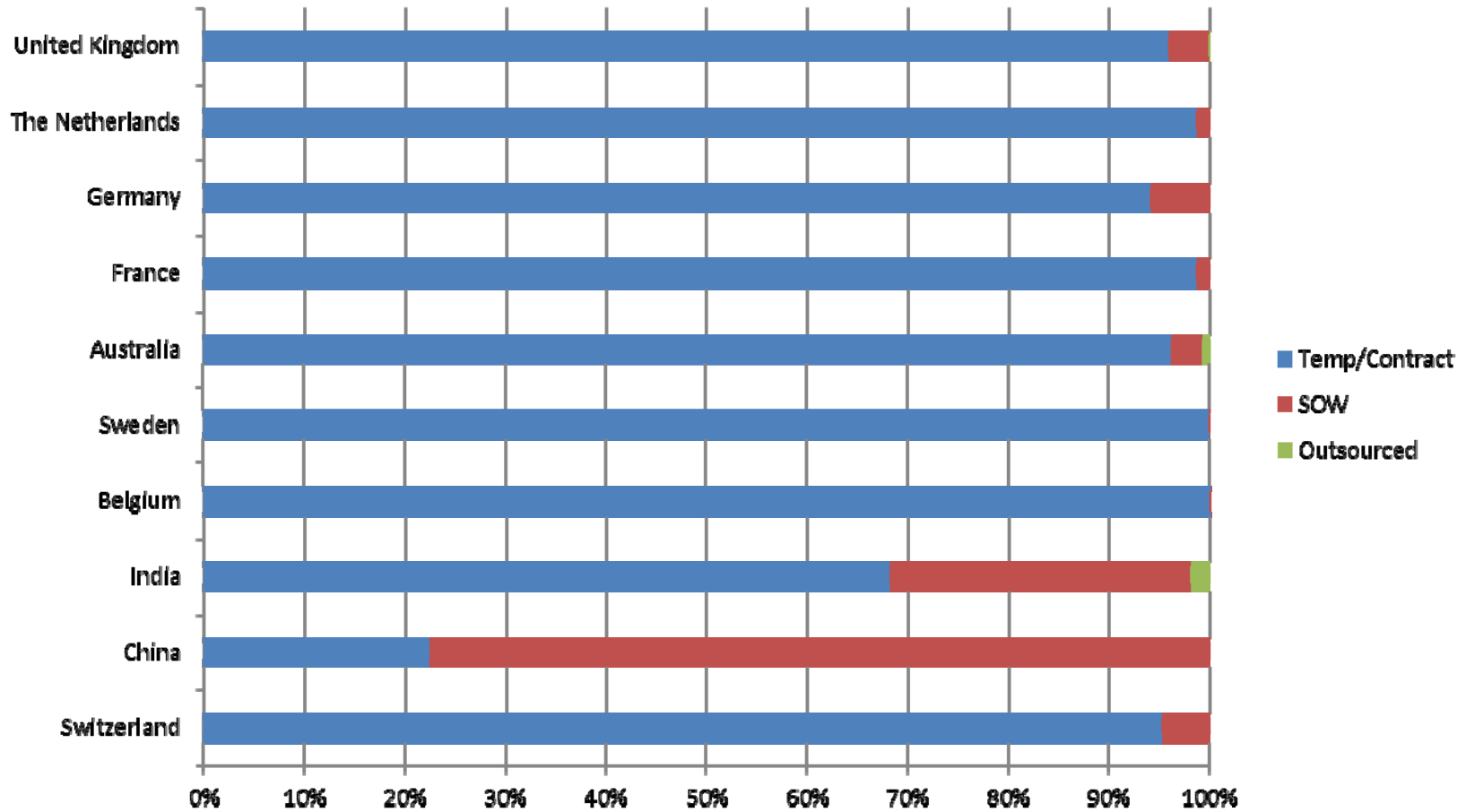


Source: Staffing Industry Analysts, 2013 Buyer Survey

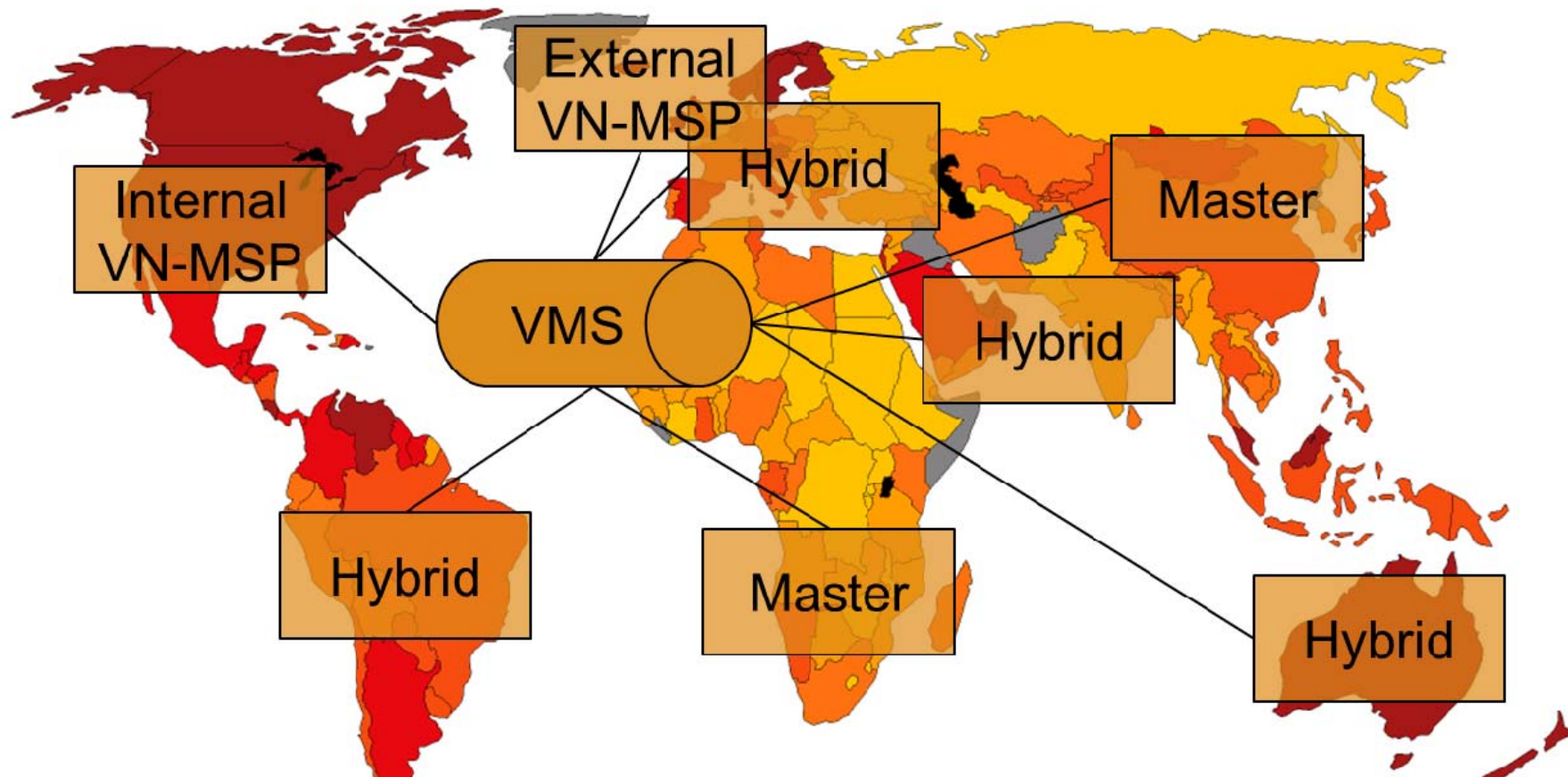
	Operational Approach	Strategic Approach
<b>Need</b>	Accurately forecast hiring and/or training needs	Develop the best talent strategies for longer-term success
<b>Timeline/Planning Horizon</b>	Usually 12 months with a quarterly focus matches the yearly business plan	Usually 3 years or longer – matches the organizational strategic plan
<b>Integrated with</b>	Annual or quarterly financial/budgeting process	Strategic planning process
<b>Inputs</b>	Mostly internal data, some management decisions	Wide range of internal and external information including demographics, business strategies, global trends, etc.
<b>Outputs</b>	Staffing plans, skill gaps	Human Resource/People Strategies
<b>Scenario Planning Approach</b>	Uses variables to explore different models of staffing	Uses futuring techniques to question current paradigms and explore alternative futures
<b>Forecasting</b>	Key focus	Only part of the process
<b>Segmentation Focus</b>	Internal demand	Internal and external, demand and supply are all segmented
<b>Skills</b>	Competencies may be audited or gathered at an individual level	Strategic Capabilities analyzed and gathered at the group level
<b>Performed by</b>	HR or staffing organization with input from the business	Business, facilitated by HR
<b>Focus</b>	Operational Management – Line and BU Managers	Strategic Management – Executive and Board
<b>Aligns to</b>	Business Plan	Strategic Plan
<b>Terms used</b>	“Predict”, “Calculate”	“Explore”, “Design”



# Tomato or Tomatoe?



## VMS. Not one size of service...





PROGRAM MANAGEMENT MODEL

**MSP**

CUSTOMER SINCE

**JANUARY 2011**

LABOR TYPES MANAGED WITH FIELDGLASS  
**CONTINGENT, IC & SOW**

ANNUAL SPEND

**\$166 MILLION  
IN PROGRAM**

GEOGRAPHIC COVERAGE

**16 COUNTRIES**

CONTRACTORS

**~835 TEMPS, ~240 SOW**

TERADATA.



PROGRAM MANAGEMENT MODEL  
**MSP & SELF-MANAGED**

CUSTOMER SINCE  
**MARCH 2012**

LABOR TYPES MANAGED WITH FIELDGLASS  
**CONTINGENT & SOW**

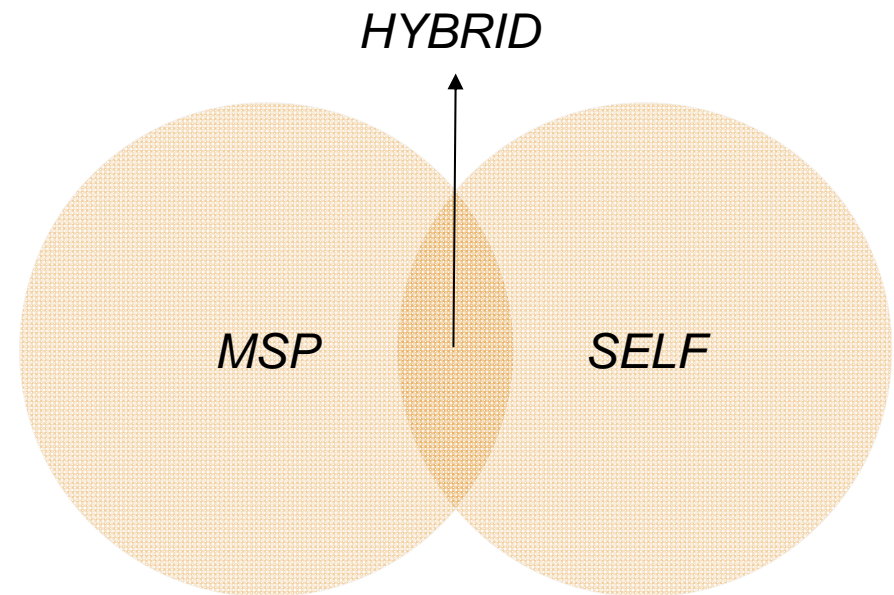
ANNUAL SPEND  
**\$60M IN PROGRAM,  
\$100M TOTAL**

GEOGRAPHIC COVERAGE  
**11 COUNTRIES**

CONTRACTORS  
**~800 PER YEAR, ~250 ACTIVE**

## Questions to Ask

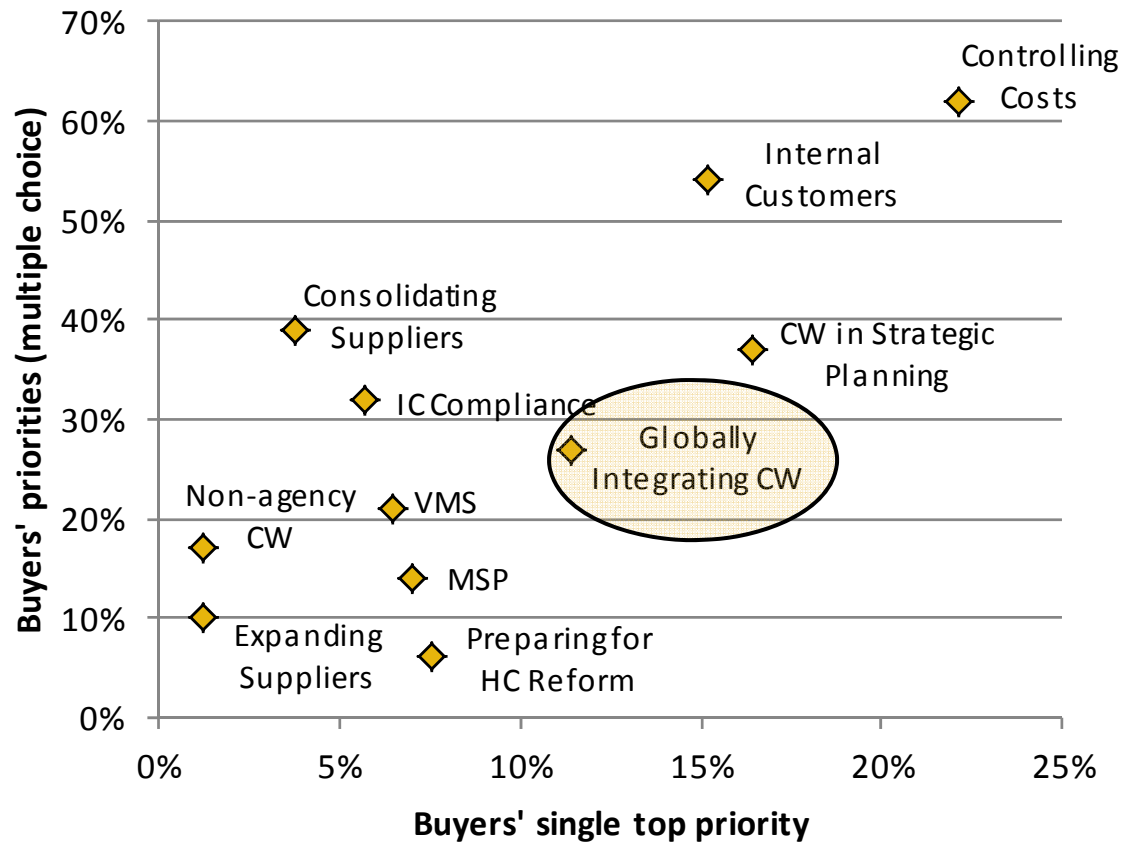
- What are your organization's strengths?
- How fragmented is your company regionally?
- What's your overall vision for the future of this group?



SECTION TWO

# PRIORITIZING EXPANSION PLANS

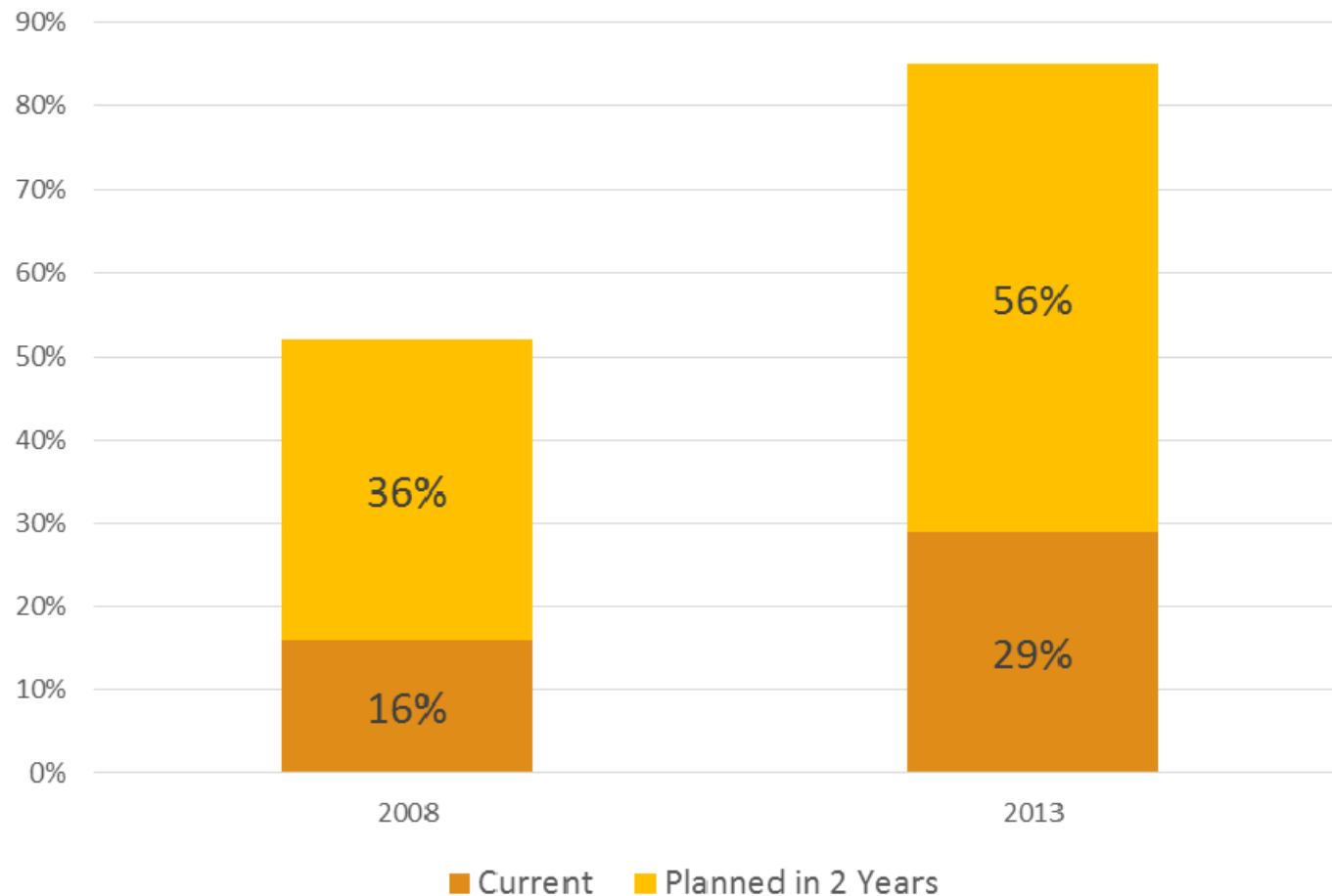
**Breadth vs. intensity: buyers' top priorities**



Source: Staffing Industry Analysts

# US Buyers Globalizing Their Programs

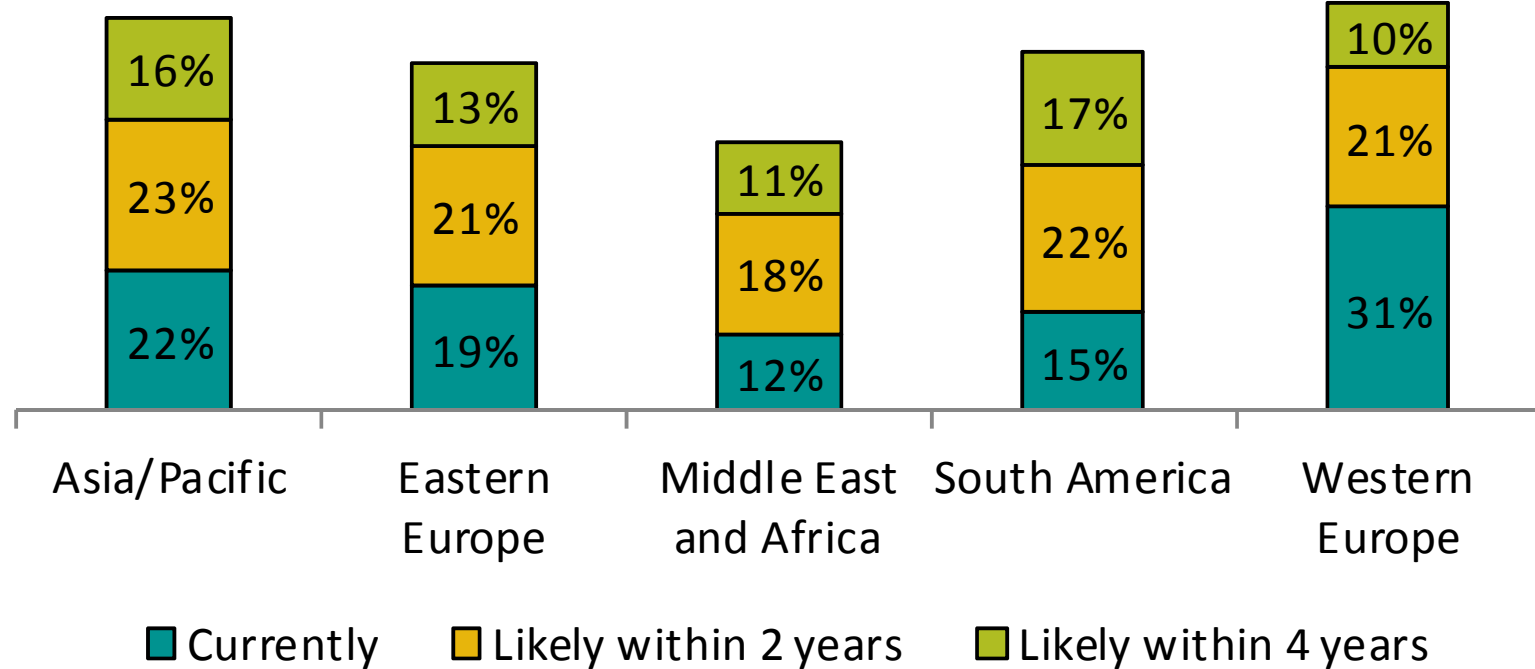
Percent of Large Buyers with Global CW Management



Source: Staffing Industry Analysts, 2013 Buyer Survey



**Where are buyers now? Where are they expanding?**



Source: Staffing Industry Analysts

## Global Readiness Indicators

### Business Case

Have the program goals been identified and measures of success defined? Is this aligned to the company strategy?	Who is responsible for delivery of the business case and gaining leadership buy-in?	Is there a standard format within your organization for presenting a comparable global business case of this size, scope?	What categories of labour/services are in scope and out of scope? Why?	Has your desired program been benchmarked against other global internal programs of similar composition, size and scope?	Has the effort required to implement the project (e.g., size, geographic scope, cost) been determined and quantified domestically and internationally?	Does the business case address the impact on the internal business units (IT, Security, HR, Procurement, etc.)?
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### Change Management Initiatives

What is the level of experience of the organization with comparable complex global implementations? (and in what categories?)	What is the level of leadership, support (buy-in) and in what operational areas for this initiative?	Does your company culture engage new initiatives on a voluntary or mandated participation?	Has the level of estimated Change Management been assessed? Has an internal Change Management team been engaged?	Is there a strategy to address each global location?	Is there a communication strategy for the executive sponsors, key stakeholders and end-users?
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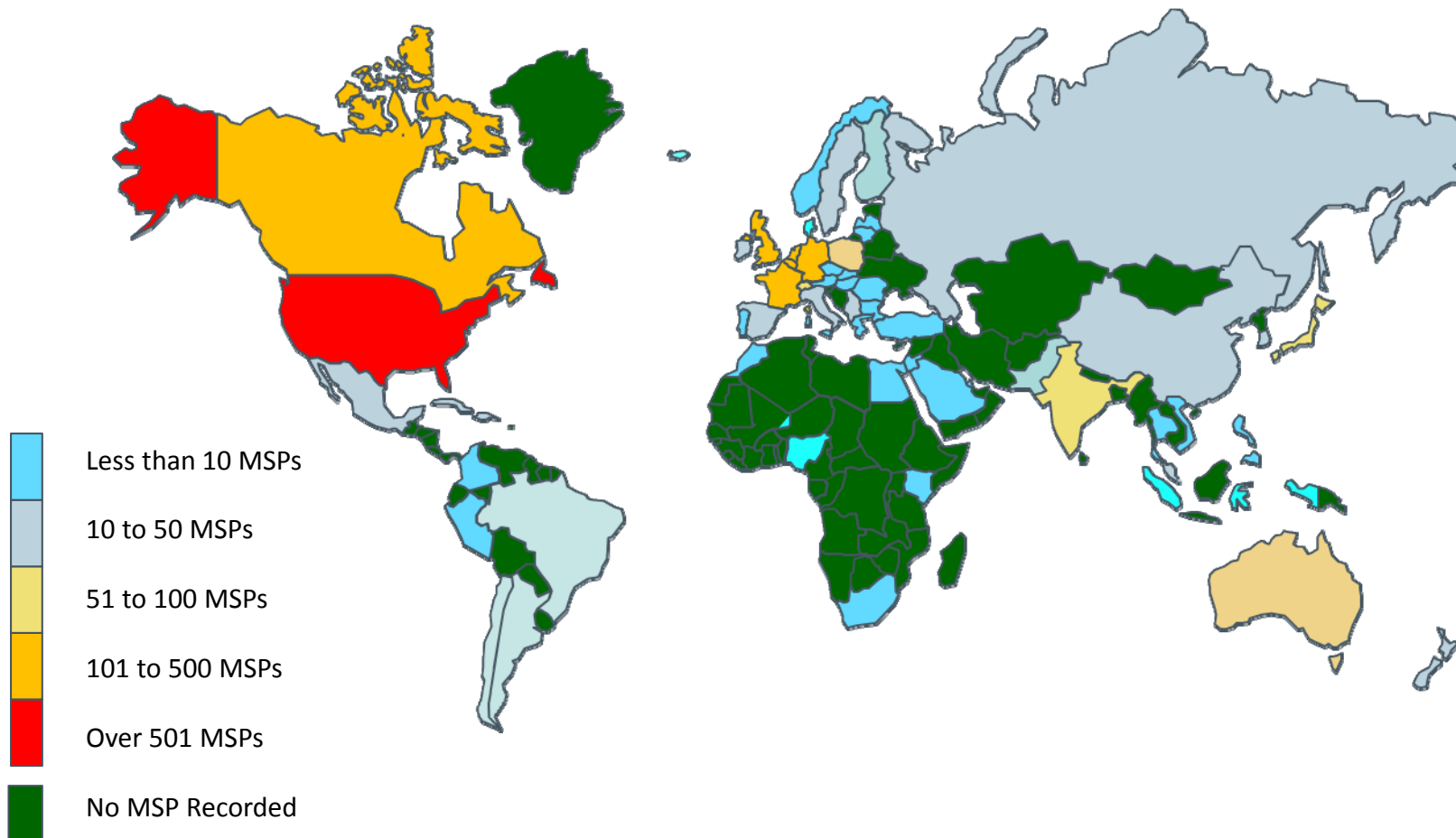
### Current State & Landscape

How well do you understand your current and projected global supply and demand of Talent/labour?	How accurately can you report and forecast spend by category and geography?	How well are processes documented for contingent labor acquisition and utilization for each labor market globally?	What data is currently utilized and what would you like to have to more effectively manage your contingent labor needs?	Has a resource strategy been established for ongoing governance, implementation and operational phases?
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### Compliance & Governance

Have you identified the breadth of subject matter experts needed (Legal, HR, AP, etc.) and their availability?	How does your company ensure compliance to new programs?	Do you have the means to understand the complexity of the global employment laws and cultural norms that will impact solution design and delivery?	Do you have different internal processes for the purchases of software and services? Have you determined if you are buying one or both?
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## Recorded Incidence of MSP Contracts



## Audience Poll Question

What is your greatest barrier to expansion?

- A. Lack of stakeholder support
- B. We don't know what we don't know/fear of the unknown
- C. Resourcing/cost – limited budget
- D. Other

# Sliding Scale of Complexity

LEVEL OF COMPLEXITY



## BASIC

- Standard rates with limited variance
- Minimal tax requirements
- Minimal compliance requirements



## MODERATE

- Rate complexity fluctuation by region or job type
- Regional tax requirements
- Regional specific compliance requirements



## COMPLEX

- Wide fluctuation in rates
- Worker specific compliance requirements
- Location specific tax requirements
- Mandatory worker pay types
- Heavy government regulations



## Balancing Risk Against Company Objectives

Internal Considerations	Customer A	Customer B
Pay period	Bi-Weekly	Weekly
Tenure thresholds	X	
Taxes	X	X
Printable invoicing		X
Legal document repository	X	

## Audience Poll Question

What is your most important goal when considering expansion?

- A. Cost
- B. Visibility
- C. Compliance
- D. Other

## Aligning to Program Goals

If your top-level goal is:	Then:
Cost	Focus on your largest buckets of <u>spend</u>
Visibility	Focus on your largest buckets of <u>workers</u>
Compliance	Focus on the most <u>complex markets</u>



SECTION THREE

**LESSONS LEARNED**

## Key Takeaways

- Things I wish I knew
- Things I wish I did differently
- Things to keep in mind for future expansion



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Where to Next?



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Monday, March 31, 2014

The New Competitive Advantage –  
Organisational Readiness Enabled by Talent

Thursday, April 17, 2014

Taking the First Step:  
A Live Case Study on Global Contingent Workforce  
Deployment

*THANK YOU!*