

## *Thought Leadership Series*

# On the Journey: How Work Gets Done @ Kraft Foods presented by KellyOCG

### Speakers:

**Alejandro Builes, Associate Director, Procurement, Kraft Foods Group**

**Teresa Carroll, SVP & GM, KellyOCG**

### Moderator:

**Dawn Mc Cartney, Director, Contingent Workforce Strategies and Research,  
Staffing Industry Analysts**

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**November 13, 2014  
10 am PT/ 1 pm ET**

# Welcome to the Staffing Industry Analysts 2014 Industry Thought Leadership Series

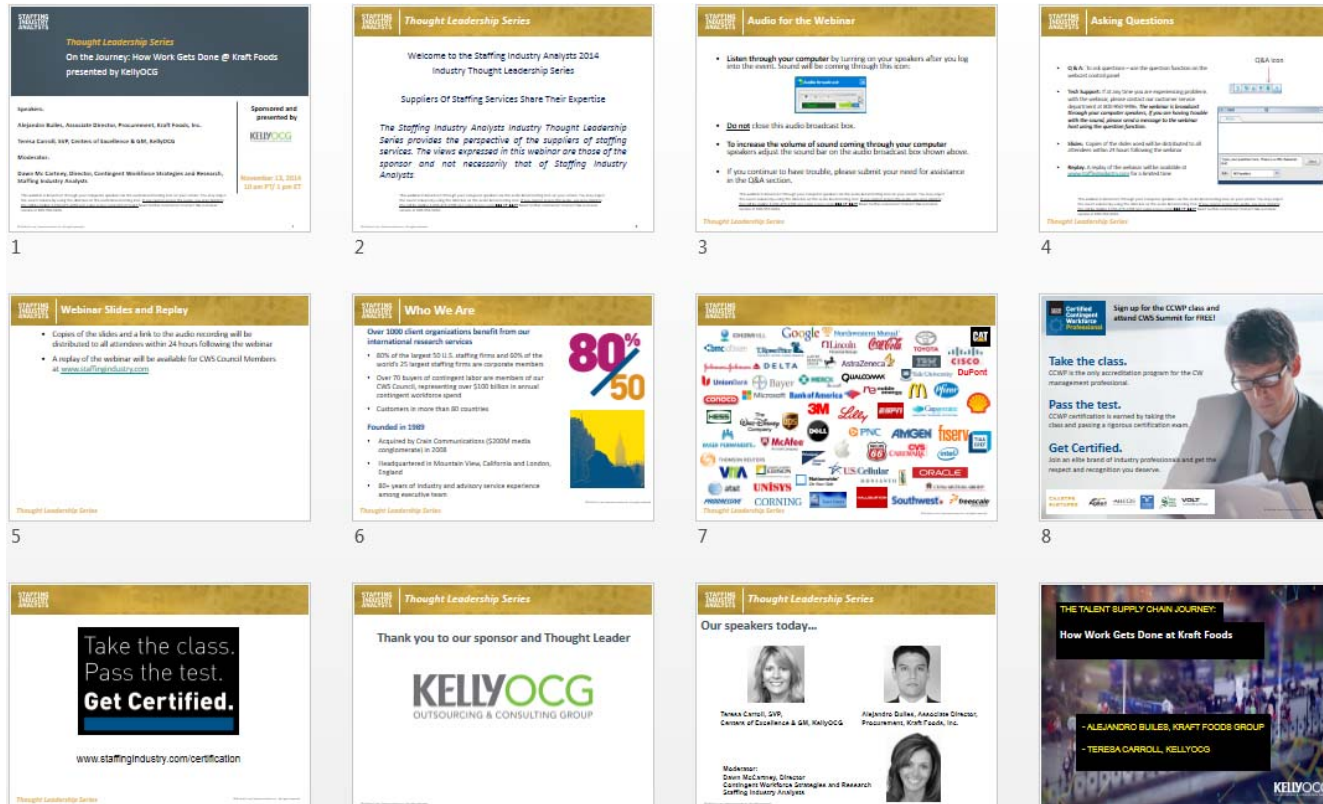
## Suppliers Of Staffing Services Share Their Expertise

*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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# Webinar Slides and Replay

- Copies of the slides and a link to the audio recording will be distributed to all attendees within 24 hours following the webinar
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**Thought Leadership Series**

## Over 1000 client organizations benefit from our international research services

- 80% of the largest 50 U.S. staffing firms and 60% of the world's 25 largest staffing firms are corporate members
- Over 70 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
- 80+ years of industry and advisory service experience among executive team

80%  
50



STAFFING  
INDUSTRY  
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Thought Leadership Series



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**Thank you to our sponsor and Thought Leader**

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## Our speakers today...



**Teresa Carroll, SVP & GM, KellyOCG**



**Alejandro Builes, Associate Director,  
Procurement, Kraft Foods Group**

**Moderator:  
Dawn McCartney, Director  
Contingent Workforce Strategies and Research  
Staffing Industry Analysts**





**THE TALENT SUPPLY CHAIN JOURNEY:**

## **How Work Gets Done at Kraft Foods Group**

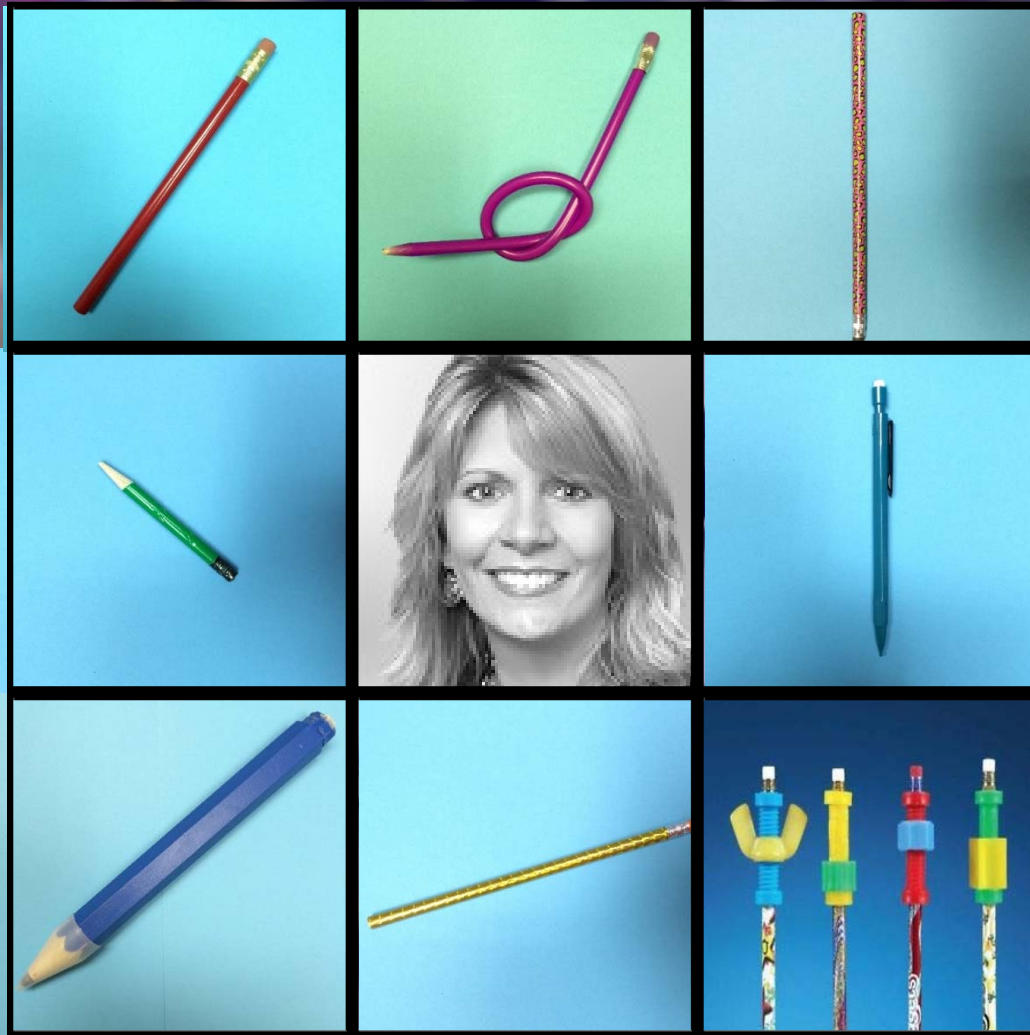
**- ALEJANDRO BUILES, KRAFT FOODS GROUP**

**- TERESA CARROLL, KELLYOCG**

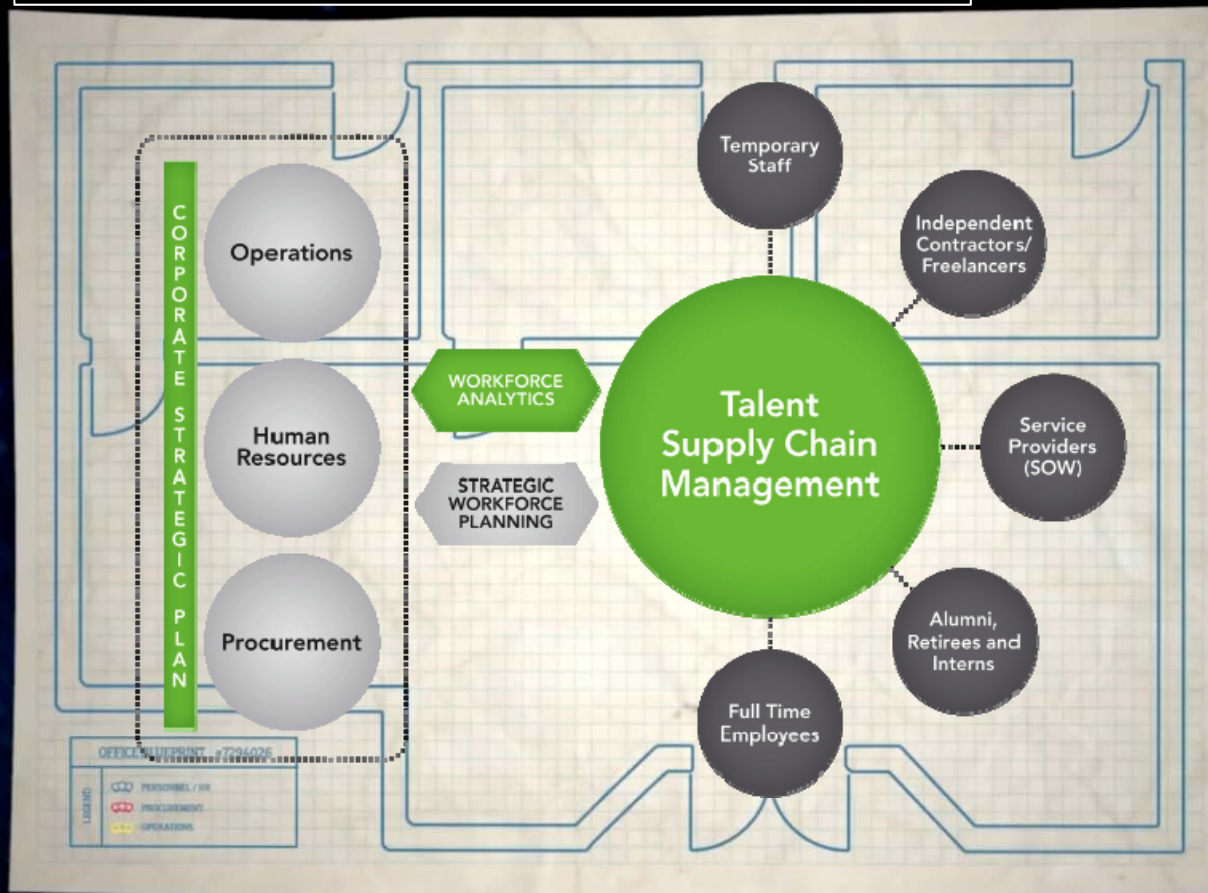
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PEOPLE ARE NOT PENCILS:

UNDERSTANDING THEIR ROLE IN YOUR  
TALENT SUPPLY CHAIN



# HOLISTIC TALENT APPROACH



COST

SPEED

COMPLIANCE

QUALITY

**ONE SIZE DOES NOT FIT ALL**  
AGILITY IS KEY

## SAMPLE RESULTS = COMPANY MISALIGNMENT

	Quality	Speed	Cost	Compliance
Cummings	23.1	57.9	31.3	7.5
Decker	53.9	39.5	18.8	40
Gallagher	56.4	18.4	59.4	15
LeFurgy	30.9	31.6	25	10
Marzilli	35.9	31.6	18.8	17.5

Maximum score = 100  
Higher score = stronger preference

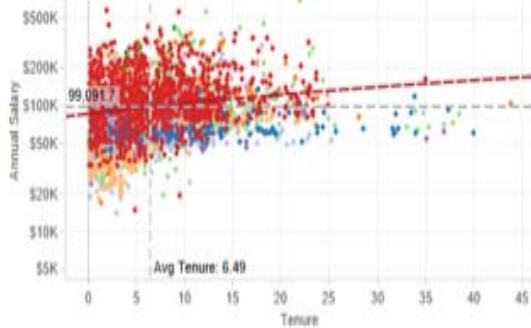
## Tenure and Rate

Work Location

(All)

- SP
- AIF
- Eng
- HC
- IT
- Legal
- LI
- Office
- Prof
- Sci

### Tenure vs Rate Full Time



### Tenure vs Rate: Temp



## Efficient vs Responsive Supply Chain

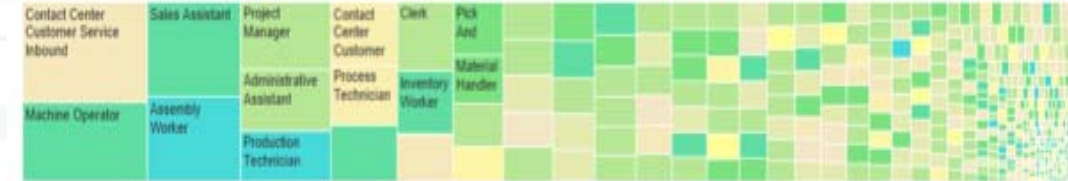
BETA



Region: (All) Country: (All) State: (All) Solution: (All) Client: (All) Vertical: (All) Business Unit: (All)

Constant Currency: US Dollar Labor Category: (All) Title: (All) Competitive: Yes Hiring Manager: (All)

### Lead Time & Volume



### Labor Category Stats

Labor Category	Employees		Avg. Years of Service	
	Full Time	Temp	Full Time	Temp
AIF	120	29		
Eng	385	165		
HC	610	2		
IT	127	92		
LI	37	1	10.03	1.85

Contingent Labor Category: LI Temp 1

Type: Employees

Keep Only Exclude

### Demand Variations



### Price Elasticity of Demand

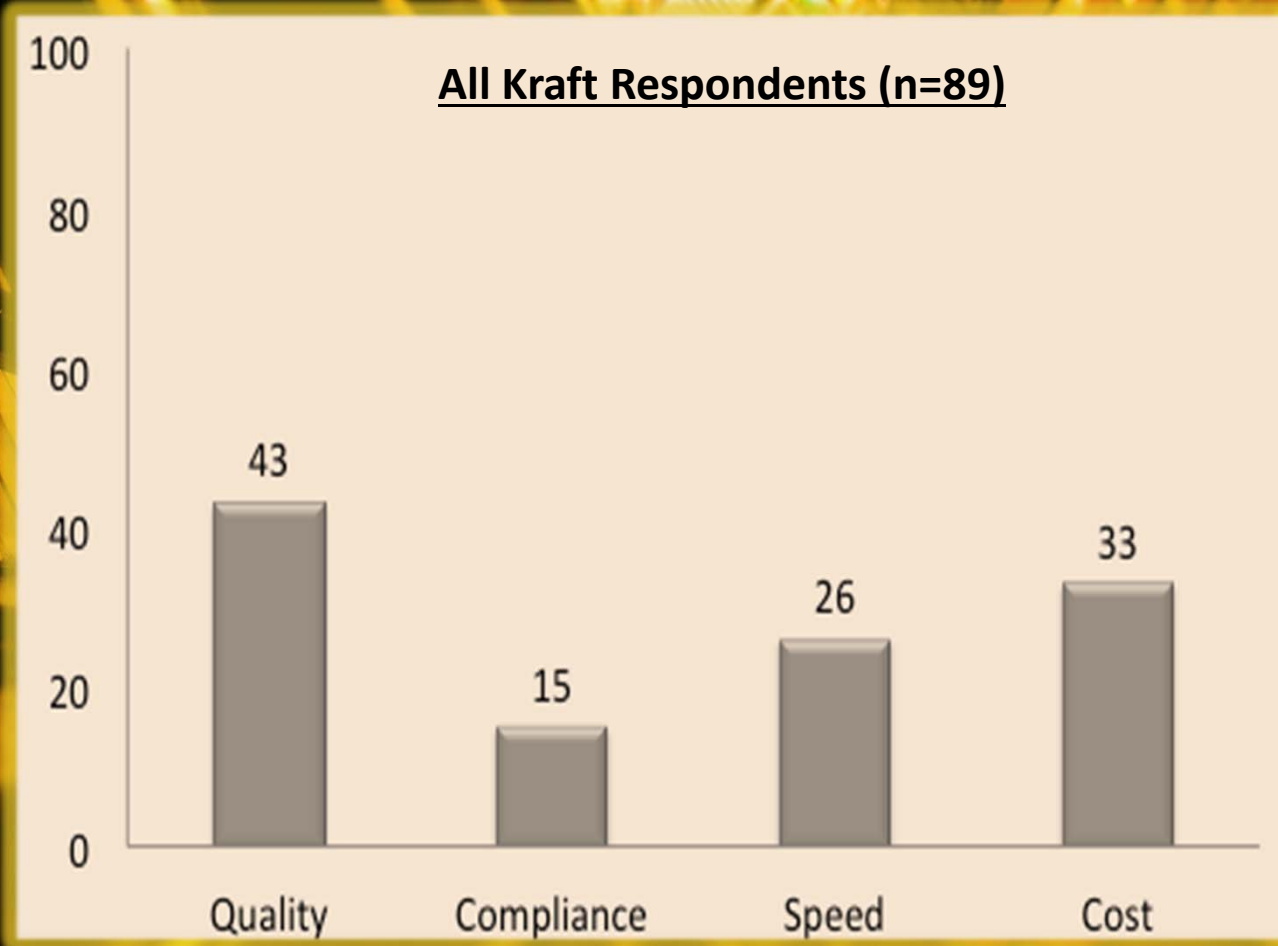
	Jul-12	Oct-12	Apr-13	Jul-13	Oct-13	Jan-14	Apr-14
Demand Delta	9.5%	11.4%	13.1%	12.9%	16.0%	13.0%	12.3%
Price Delta		-7.9%	10.2%	7.9%	-25.1%	17.8%	24.3%
Elasticity Factor		-1.6	1.3	1.6	-0.6	0.7	0.5

**TALENT SUPPLY CHAIN AGILITY**

**BETTER DECISION-MAKING**

# KRAFT BUSINESS PRIORITIES FOR TALENT STRATEGY

Maximum Score is 100 =  
Complete Focus on Specific Goal





# THE KRAFT JOURNEY – THE LAST FEW MONTHS

89  
completed  
Talent Strategy  
Goal Assessments



24  
workshops across  
8 business units and  
11 center functions




1200  
hours  
from KellyOCG




18 change  
impact  
interviews



6  
category deep  
dive assessments  
across 5 talent  
segments



131 ◀ KRAFT WORKSHOP PARTICIPANTS | KRAFT CDDA PARTICIPANTS ▶ 41



# TALENT STRATEGY GOAL ASSESSMENT MAKING A DIFFERENCE AT KRAFT



## STRATEGIC WORKFORCE PLANNING

Visibility

Optimize costs, relationships, and knowledge management

Benchmark vs. business units, industry, and FTE

Right utilization of talent

Predict resource needs that allows for proactive sourcing

Workforce strategy is an input into overall business strategy

# Questions?



## Thank you to our sponsor and Thought Leader

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**TAKE ASSESSMENT NOW**

<http://bit.ly/TSGAkellyocg>

Assessment Password: kellyocg2014

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For questions about the *Talent Strategy Goal Assessment* or if you'd like to schedule time to discuss your results, contact

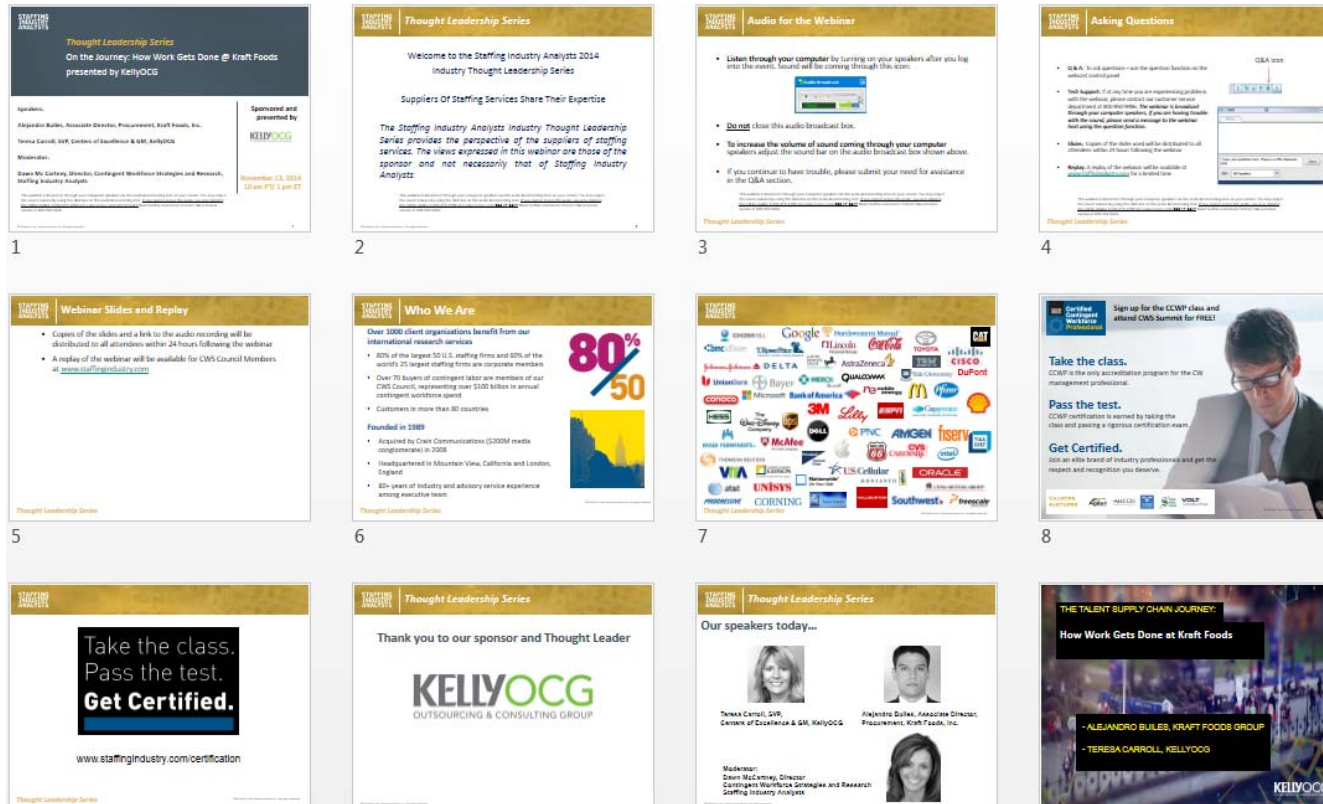
[solutions@kellyocg.com](mailto:solutions@kellyocg.com)



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*THANK YOU!*