



better work, better life

Case study:

Sourcing scalable automotive talent

The Client:

Our client is a large, international automotive manufacturer that operates in the automobile, motorcycle, power product and financial services industries. With a market capitalization rate of \$112 billion, our client's worldwide vehicle manufacturing includes more than 10 production and assembly sites located in the U.S.

The Challenge:

In the automotive industry, the game is won and lost in the manufacturing plant. Maximizing workforce effectiveness and delivering high quality talent is a top priority. A focus on efficiency in the supply chain, increased capacity utilization and lower costs drove the client to build a more efficient workforce that would deliver high quality products while focusing on innovations in workplace and environmental safety.

Strategy/Solution:

To adjust to fluctuations in consumer demand and uneven manufacturing production cycles, Adecco's goal was to provide talent that was easily scalable and could produce high-quality vehicles efficiently and on time.

Adecco designed a four-tiered contingent workforce program for key locations in the U.S. to staff production sites with appropriate talent:

1. Manufacturing Career Program (MCP) - Full-time production

The client offered two-year assignments with highly competitive wages and tenure, as well as intensive skill training to more advanced workers.

2. Manufacturing Service Program (MSP) - Full-time production

Indefinite assignments with highly competitive wages, tenure increases, bonuses and healthcare benefit subsidies and intensive skills training.

3. Supplemental Work Program (SWP) - Part-time production

Part-time assignments were made available to older workers, parents and/or college students who could work an abbreviated schedule, or for workers with second jobs.

4. Summer College Program (SCP) - Full-time production

The summer program created positions for employee family members to gain valuable work experience while enrolled in college.

Top U.S. automakers average 3.36 to 4.99 workers per car a day, Japan averages 2.75

-The New York Times

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Local market support

Adecco created a custom local branch, the Alliance Office, to best service this client in support of our on-site location with a focus on:

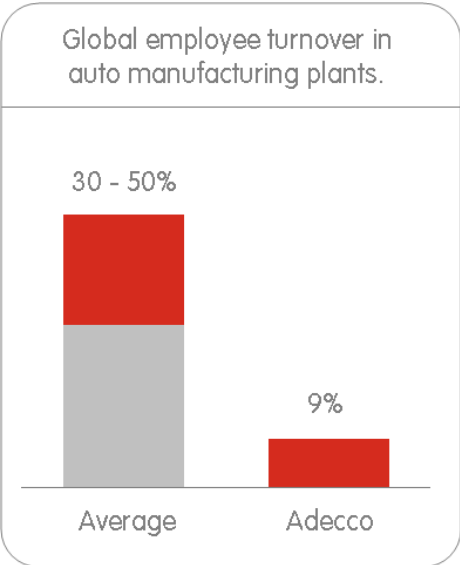
- Associate recruitment, training and performance reviews
- On-site safety training

The Alliance Office has been active for 11 years, providing training, testing and assignment preparation support to our Associates and it also supports our on-site presence.

We established five on-site locations to service four manufacturing plants and one administrative office that were overseen by our eight on-site managers. Adecco’s surrounding regional branches supported our centralized “recruitment engine.”

As part of our program to improve quality and increase production at our client’s sites, Adecco made additional recommendations to the client and helped implement:

- Workforce strategy counsel
- Electronic time capture and other workforce utilization reporting
- Associate relations management



Results/ROI:

As a result of changes made in their workforce strategy, the client’s U.S. auto production topped one million for the first time, with U.S.-based production accounting for more than 76% of all cars sold in the U.S.

Over the course of the assignment, Adecco provided 1,700 temporary workers and recruited 3,000 workers for our client on an annual basis. Specific achievements we delivered include:

- 100% fill rate
- 96% workforce availability
- 9% early turnover rate

Overall, turnover results realized were significantly lower than the 30% to 50% global employee turnover at auto manufacturing plants.