

THE CIELO STORY

EXITING A REBRAND WITH AN
AWARD-WINNING MARKETING FUNCTION



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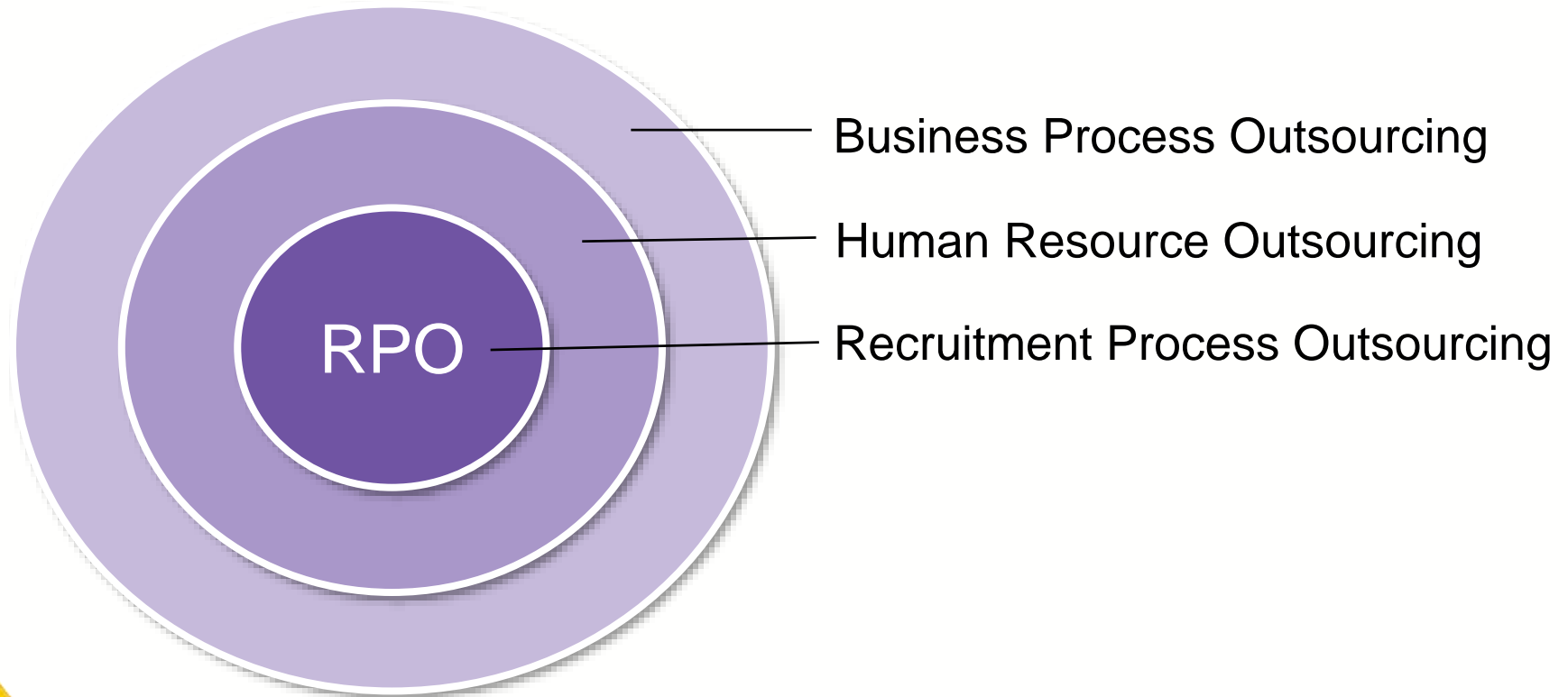
April 14, 2016



#teamawesomeness



RECRUITMENT PROCESS OUTSOURCING





**BOLDLY
CHANGING
THE WAY THE
WORLD VIEWS
TALENT**



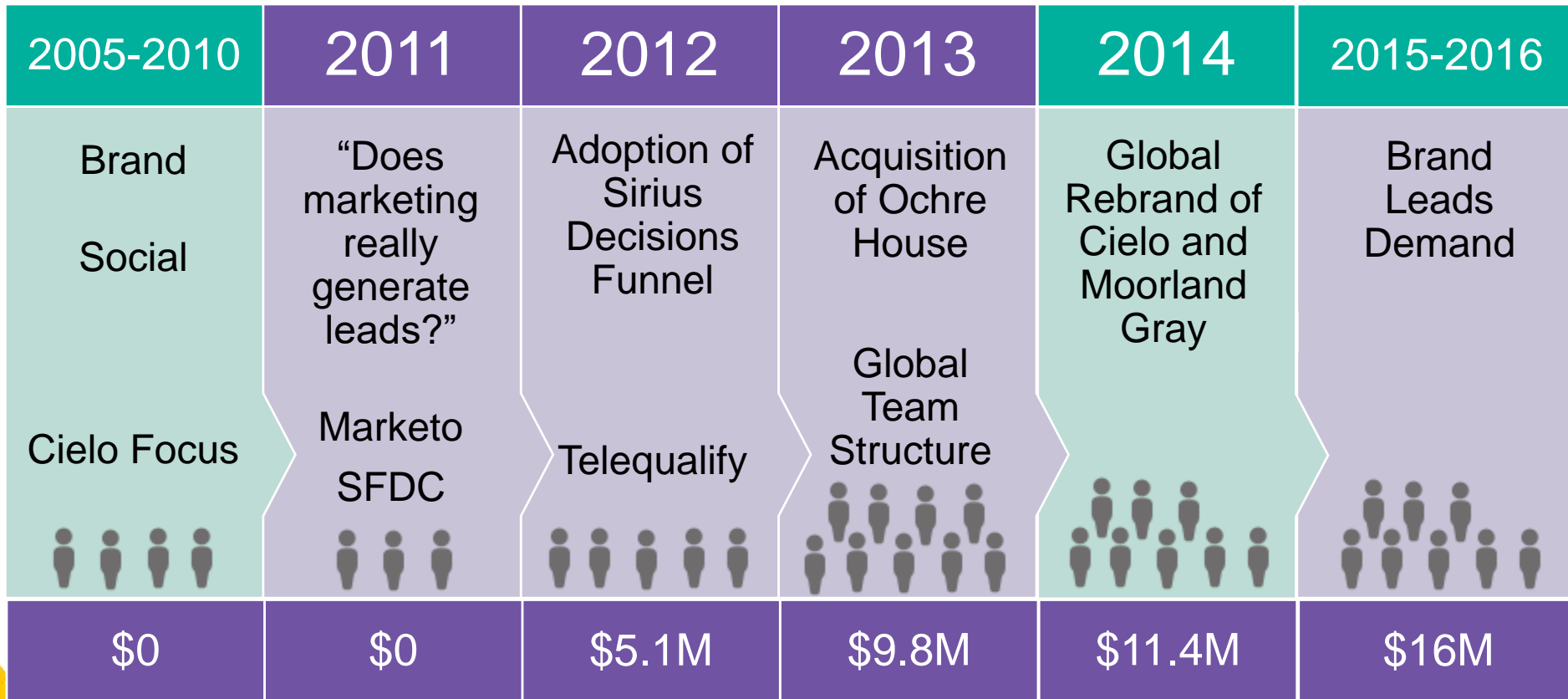
7%

\$16M

1 year



MARKETING STRATEGY EVOLUTION





OUR WAR STORIES

(LIGHTLY EDITED TO PROTECT THE INNOCENT)

**BRANDING MUST START
FROM THE INSIDE OUT.**



BRANDING

Brand is... Visual, Verbal, & Experiential

- A promise and the sum of all the experiences you have with a company
- What differentiates that company from the rest
- Created from the personality and spirit of the company
- A common thread that runs through our business, our offerings, and our interactions with customers and each other

Brand is NOT only...

- Product
- Name
- Logo
- Business card, brochure, signage or a website



GLOBAL BRAND FOUNDATION

Brand Definition	The world's leading strategic Recruitment Process Outsourcing partner.					
Brand Idea	Talent is Rising. The company partners with you to achieve business outcomes through the organizational capability and sustained people advantage to rise above.					
Brand Attributes	Thought and Innovation Leaders	Experience Designers	True Partners	Solution Tailors	Recruitment and Talent Experts	Results Drivers



OUR UNIQUE COMPETITIVE POSITION

Staying small as we get bigger

- Less bureaucratic
- More innovative
- 100% customized
- More focused
- Challengers of conventional
- Proven outcomes
- More entrepreneurial (culture and leadership)
- Smarter technology
- More nimble
- More energized

A TALENT PARTNER WITH GLOBAL SCALE AND ENTREPRENURIAL AGILITY

Leveraging our scale and scope

- Assured problem solvers
- Global
- Breadth and depth of quality
- Proven outcomes at scale
- Proven strategy and innovation
- Proven outcomes of conventional
- Track record of innovation
- Proven technology

**MAXIMIZE YOUR
CLIENTS AS ADVOCATES.**



**DO NOT UNDERESTIMATE
STAKEHOLDER EMOTION.**



Ochre Stripe

Timpani

Handspring

Talaxy



NAMING IS HARD.





SET BOUNDARIES.



**BALANCE CREATIVITY
WITH QUALITY.**



**THE REBRAND
IS NOT NEWSWORTHY.
CREATE WHAT IS.**



**BRAND IS NOT DONE
ON LAUNCH DAY.**



7%

8%

1%









**DO NOT ABANDON THE
OLD NAME TOO SOON.**



**OVER INVEST
IN ACTIVATION.**



MARKETING STRATEGY EVOLUTION

2005-2010	2011	2012	2013	2014	2015-2016
Brand Social Cielo Focus	“Does marketing really generate leads?” Marketo SFDC	Adoption of Sirius Decisions Funnel Telequalify	Acquisition of Ochre House Global Team Structure	Global Rebrand of Cielo and Moorland Gray	Brand Leads Demand
					
\$0	\$0	\$5.1M	\$9.8M	\$11.4M	\$16M





WHERE ARE WE TODAY?

GLOBAL MARKETING VISION

Establish our position as the most important RPO by inspiring the market, our people and our clients to create unstoppable momentum so that we **build our global brand and grow faster than the market.**





STRATEGIC PILLARS:

Our collective commitment to performance – **PROFITABLE GROWTH OUTPACING THE INDUSTRY.**

Be unbeatable
in our ability
to win new
customers



Inspire, protect
& grow with
our existing
customers
around the
globe



Continue to evolve
& scale our service
delivery model –
creating a deeply
differentiated
customer
experience



Pursue strategic
growth options



Be a “Best Place
to Work” where
team members
experience
unparalleled
career
opportunities



GLOBAL MARKETING AOP

INSPIRE THE MARKET, OUR PEOPLE AND OUR CLIENTS TO CREATE UNSTOPPABLE MOMENTUM AND ESTABLISH OUR POSITION AS THE MOST IMPORTANT RPO SO THAT WE BUILD OUR GLOBAL BRAND AND GROW FASTER THAN THE MARKET.

MARKETING KPIs

- \$XXM booked revenue from marketing lead sources (NA)
- 35% global pipeline contribution from marketing lead sources
- 8% unaided brand awareness
- 63% aided brand awareness
- Top 3 Analyst Rankings

TOP INITIATIVES

- Elevate website user experience and content to drive increased market education and conversions.
- Increase brand awareness and website traffic through programmatic and retargeted digital advertising.
- Increase the number of marketable deals added to the database from website conversions.
- Optimize Marketo lead nurturing in Europe and Sales Insight usage by sales teams globally.
- Activate and institutionalize global sales messaging.
- Implement global themes and execute to editorial content calendar.
- Enhance internal communications.

ASSUMPTIONS

- RPO & Talent Acquisition content focus
- Communications Manager position filled
- Leverage Talent Acquisition 360
- Regional support of editorial calendar commitments
- Sales leadership support of technology and messaging adoption

GOALS

- \$XXM booked revenue from marketing lead sources (NA) and capture Europe baseline
- 45% global pipeline contribution from marketing lead sources
- 13% unaided brand awareness
- 75% aided brand awareness
- Top 3 Analyst Rankings



GLOBAL MARKETING TEAM

- Fixed and Flexible
- One Team
- Relationships over Process
- Work the Matrix

GLOBAL COE

- Strategy
- Brand
- Analysts, PR & Internal Comms
- Creative Services
- Digital & Social Media
- Global Programs/Initiatives
- Sales & Marketing Technology
- Sales & Marketing Analytics
- Research/Market Intelligence

REGIONAL LEADS

- Regional Business Partner
- Local Marketing Planning
- Regional Budget Management
- Local Insights
- Regional Content & Campaigns (Communities, Thought Leadership, Social Media, etc.)
- Demand Generation (Events, Webinars, etc.)



CORE GO TO MARKET MODEL



GLOBAL TARGET AUDIENCE

- **TALENT ACQUISITION & HUMAN RESOURCES LEADERS**



- Director to CHRO

- **LARGE ORGANIZATIONS**

- 5,000+ employees U.S.
- 2,000+ employees UK

- **INDUSTRIES**

- Healthcare
- Life Sciences
- Financial & Business Services
- Consumer Brands
- Technology & Media
- Engineering

Top 2 Box Summary	TOTAL (n=202)	Country	
		 U.S. A (n=100)	 UK B (n=102)
		Quality of hire	84%
Time to hire	83%	84%	82%
Hiring manager experience	82%	87%	78%
Candidate experience	78%	82%	75%
Reputation of HR/talent acquisition team	76%	77%	76%
Business brand reputation	72%	76%	68%
My personal reputation	70%	80% ^B	60%

BRAND LEADS DEMAND

GLOBAL CATEGORY INVESTMENT STRATEGY

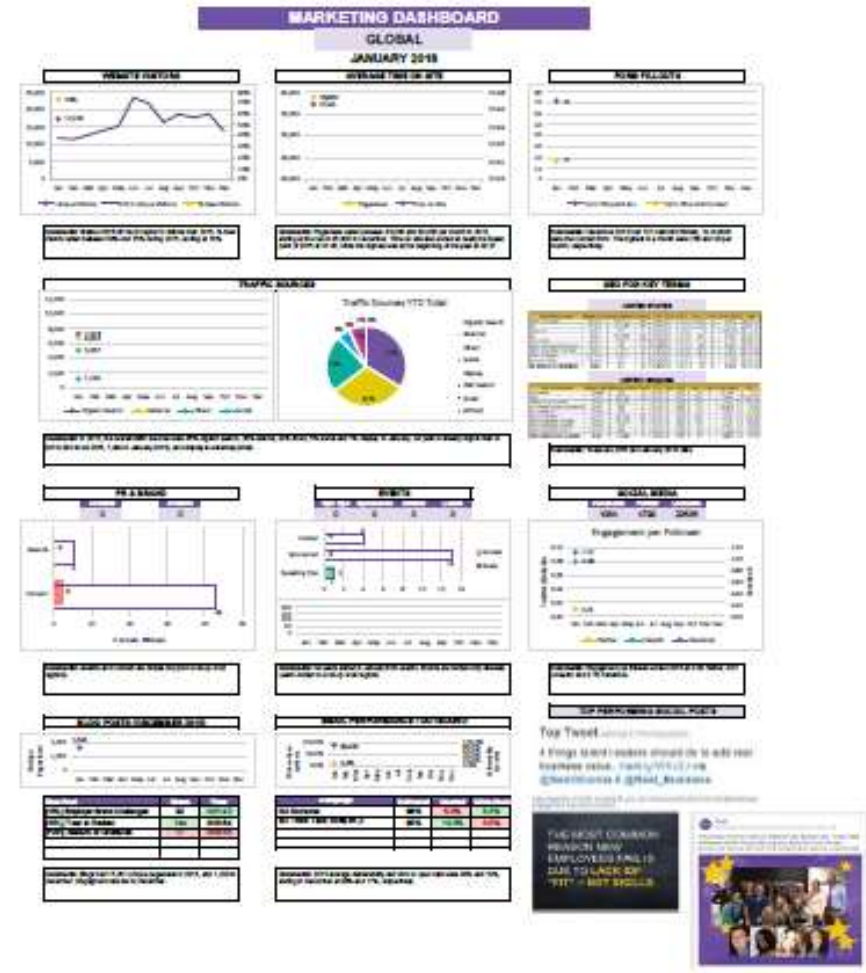
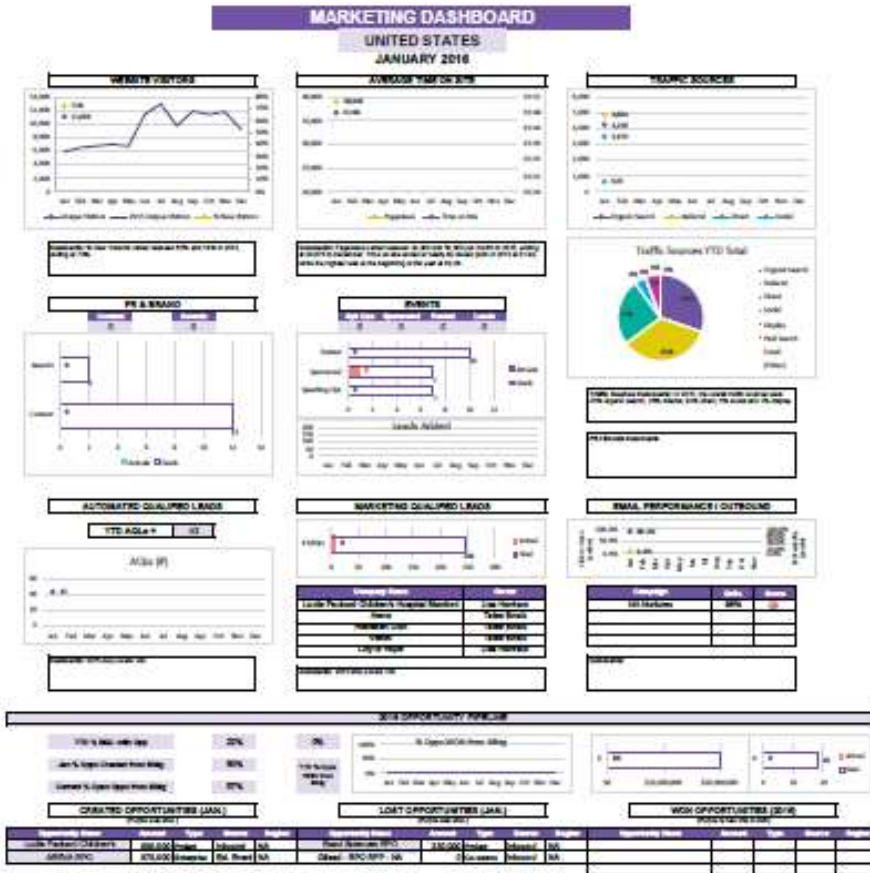
	PAID	EARNED	OWNED
INDUSTRY	HR Communities (Events, Print, Online)	Media Relations	Prospect Database Customer Advocacy
DIGITAL	PPC Content Syndication Account Based PPC	Social Engagement	Website Social Promotion Retargeting
GEOGRAPHIC	Local Events Local Advertising	Media Relations Social	Metromarket Strategy Events

GLOBAL EDITORIAL CALENDAR

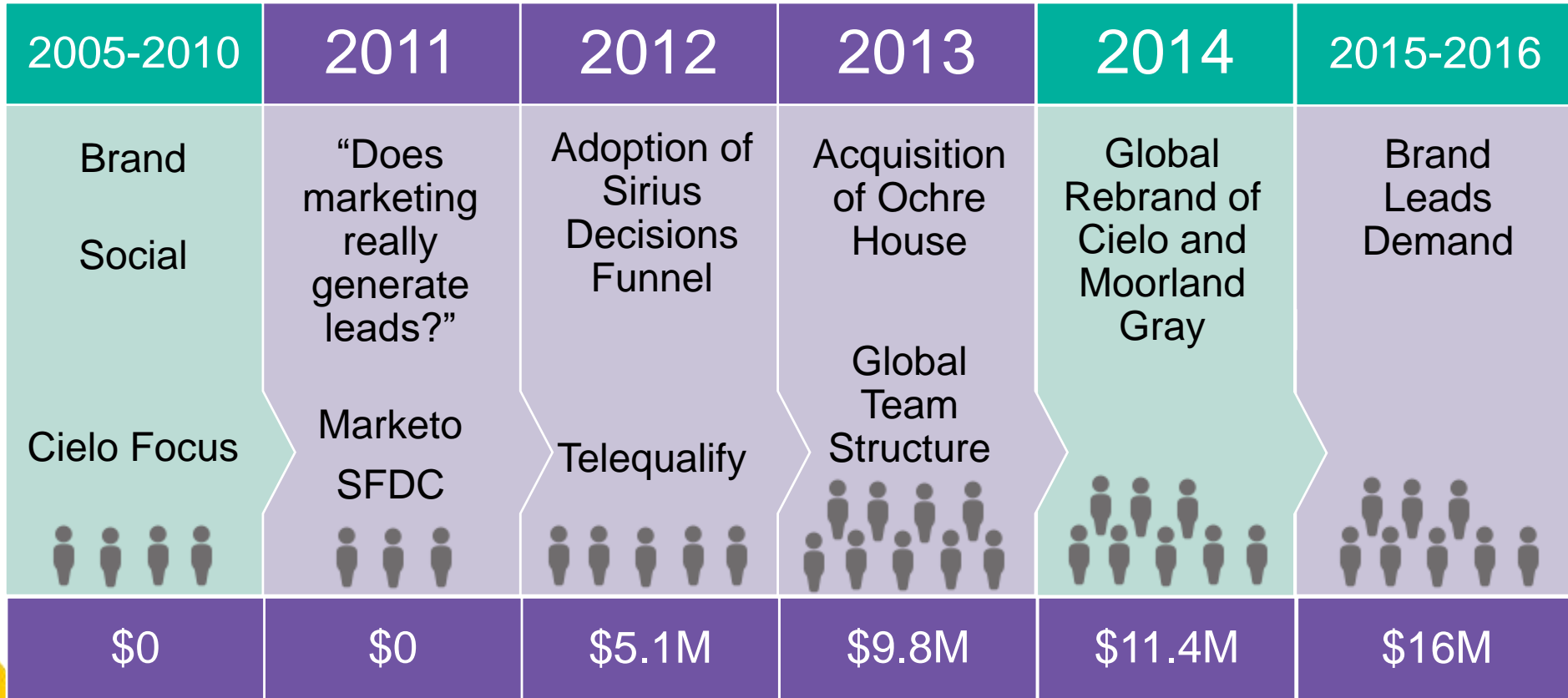
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