

Position Paper

January 2013

Is Pontoon a clever marketing maneuver,
or an effort to bring clarity to the talent
management landscape?

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This question was posed by *Staffing Industry Analysts* within a September 2012 article, following the Adecco Group announcement of the pending merger of Beeline MSP and Adecco Solutions. With the merger now complete, the construction of the talent management skyline has certainly ‘changed’—yet the question persists, is Pontoon a clever marketing maneuver or is the new company in fact a focal point on the horizon, standing tall, and positioned to guide the industry forward?

While ours is only one opinion, and truth be told, time is the only real expert on the subject, we felt compelled to provide our perspective within this, the first Pontoon Position Paper. The thought-provoking article from *Staffing Industry Analysts* has inspired us to partake in the conversation and to offer greater insight into Pontoon, as well as to provide the motivations that formed this new organization. We applaud the *Staffing Industry Analysts*’ article, and recognize that the role of good media is to promote dialog among its readers.

First, Pontoon is absolutely a clever marketing maneuver.

From the strategic approach we took to determine our Company name, to the research and thoughtful exploration that brought forth our brand values, the positioning of Pontoon is the culmination of a very deliberate and considerate process. We engaged with our customers, listened for opportunities and sought to understand the evolution of our business relationships. Not necessarily where they were, or even where they are, but precisely

“*When it comes to buyers, the market is looking for two things. The first is a bridge to the future and, the other is a strategic partner that can help guide them to their desired future state. That is the reason we settled on the name Pontoon.*”

— Michael Wachholz
global president, Pontoon

where our clients want to be—what is their desired state? The process of delivering the Pontoon brand permitted us the opportunity to challenge our business model: dissecting company segments to examine areas of positive impact, identifying moments of value, and enacting procedures to exceed expectations within the areas most meaningful to the market.

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Pontoon is not only the merger of Beeline MSP and Adecco Solutions because while cliché, the sum is truly greater than its parts. Pontoon is the best of our former selves, married with improved business offerings, economies of scale, a focus on innovative thinking and a commitment to delivering upon a unique and meaningful client experience. In simple terms, while we may have wrapped the brand in shiny new paper, the new and improved product inside is where the true value lies.

The name Pontoon is derived from the French word ‘pont’, and means ‘bridge’. For us, Pontoon symbolizes the infrastructure necessary to enact positive change, to serve as the support for motion, and to guide the movement as our clients reach toward their desired state of talent management. We are our clients’ partners--strategic partners--steeped in innovative thinking and nimble enough to alter course when supported by actionable data and insights. This approach allows us to know more, mitigate risk, and move first with accuracy and confidence.

We turn the ordinary into the extraordinary.

Our brand examines moments, performance and possibilities to provide optimum advantage for our clients. We turn the ordinary into the extraordinary. It is a strapline in our communication, but also a mission in our day-to-day

and it is woven throughout our culture. We turn the ordinary into the extraordinary through a clear understanding of our brand values:

- **Open:** We are direct and honest. We say what we do and do what we say. Transparent about everything we do, we always behave with the highest level of integrity towards our customers, partners and each other.
- **Courageous:** Empowered to speak our minds and unafraid of challenging ourselves. We’re confident in our creativity and determined to excel.
- **Dedicated:** We emotionally invest in our work and our clients business to create positive impact. We love what we do.

Second, Pontoon offers clarity to the talent management landscape. Total Talent Acquisition and Management—Simplified.

Clearly, the business landscape continues to evolve and become more complex. It would be hard to dispute that the new normal is perpetual change. In addition to all the more familiar financial and oversight challenges companies have faced for decades, they are now faced with a whole new array of challenges – compounded by trying to succeed in a ‘polycentric’ world. However, there is an underlying thread in this “knowledge economy” – people.

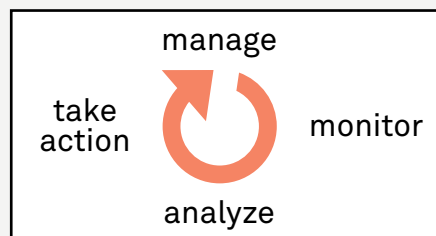
“Pontoon provides a unique brand identity that unifies the MSP and RPO service offerings for our clients. Under the Pontoon brand we will be able to go to market in a unique and novel way to demonstrate our integrated workforce solutions capabilities.”

— Michael Beygelman, president, Pontoon RPO



This focus on “human capital” and the notion that “the basic resource in any company is its people” as introduced by Gary Becker, a leading American economist, coupled with current economic uncertainty, employee sentiment and the prevailing skills gap, may renew the war for talent. There has never been a more compelling case to getting talent management right. And by the same token, companies will need to take a more strategic and supportive approach to recruiting and retention if they want to find and keep the new breed of evolving talent.

To a large extent, Pontoon has done this. The merger of Beeline MSP and Adecco Solutions offers clients a full service solution around total talent management. Our corporate mantra by which we operate and develop our solutions is based on the idea of simplifying the complex, establishing and streamlining the deliverables process. To that effort, the guidelines we follow are simple:



And the resulting outcome is continual process improvement, ongoing value add and increased client satisfaction. So how do you simplify a complex business?

Strategic Approach

To simplify, one must go beyond just managing transactions, and instead, focus on strategy. A strategic approach that identifies opportunities for additional value and presents a “future-proof” solution designed to cope with a rapidly changing industry means best-in-class services, a systematic approach to implementation, access to top talent, and effective workforce solutions management throughout the engagement lifecycle.

Frontline managers care about the quality of the labor, HR and Legal care about proper management, and Finance cares about pricing and payment. Once companies understand how to meet the requirements of HR, Legal and Finance they can focus on how best to leverage the labor types that address all of their business objectives. While this type of strategic focus may be achievable “in-house”,



to deliver the best mix of resources, on time and on budget, companies have found that support from talent management companies provide the best ROI. And why not, at Pontoon, for example, we have already established the infrastructure, hold the critical relationships, have recognized industry

leaders through our team, and maintain and manage best practices from a vast global database.

It is also our belief that Business Analytics must be used to change behavior, and Change Management is a key element to success, beginning at implementation and continuing throughout the solution lifecycle. Delivering data and actionable insights that control cost, mitigate risk, and predict trends are critical components to the talent management process. Our focus, at Pontoon, is to provide intelligence that is both repeatable and defensible through data analysis that looks beyond the VMS or ATS tools, and offers accountable recommendations that are supported by a consistent methodology.

Our final simplification belief comes from identifying the best talent – for Pontoon and for our clients. If having the best talent is the ultimate prize, then the best recruiters and program managers are the players you need to win the game. With an extensive library of best practices to draw from and proven records of helping top companies achieve their goals, our clients have access to some of the brightest

minds in the industry. Fingers on the pulse of the market, dedicated Pontoon professionals continually monitor the trends in talent demand for their clients, not only through the use of progressive analytical data, but simply because they are out there, truly listening to the needs of our clients as well as the talent candidates.

Global Governance with Local Balance

Global oversight, local knowledge and tested practices are required to ensure the achievement of corporate objectives in this evolving global economy. Leading companies have to adopt a more balanced approach whereby local autonomy is in harmony with global strategy—moving in lockstep in the areas of culture and values. To become agile and respond to change, organizations need a partner that has depth of service, global knowledge and local expertise to aid in the creation of workforce strategies that meet business needs today and in the future.

Pontoon's definition of being a truly global organization means universal accountability, holding local resources that share the same values, and strive to achieve the same goals. Delivering services in 74 countries, Pontoon is the largest and most diversified global talent acquisition solutions management provider in the industry, with unrivaled footprint and ability to effectively scale programs to a global platform. Our solutions are built on global governance over regional delivery functions. This allows us to support geographic requirements and cultural preferences from local in-country offices under a unified structure, driving the consistency of process that multi-region solutions demand.



Worldwide, more than 650 colleagues wave our flag and profess everlasting support to our clients. With a team that covers the globe, Pontoon provides extensive support relative to local languages, laws, cultures, and time differences. Our flexible approach allows for scalable, creative solutions that help navigate constraints and maintain compliance.

To answer the original question, the answer is both: a clever marketing maneuver and clarity to the talent management landscape.

To paraphrase Peter Drucker, American Management Consultant, “good intentions are only that until plans manifest themselves into hard work”. We understand the challenge before us, and recognize that we have only just begun. We also realize that no company before us has been



presented with the magnitude of the opportunity we have today. We believe the answer to the question proposed by Staffing Industry Analysts is that Pontoon is both a clever marketing maneuver and clarity for the talent management landscape. Yet we realize that only time, beyond all else, can prove us right. In conclusion, and again to quote Peter Drucker, “the best way to predict the future is to create it”.

About Pontoon

Pontoon, with corporate headquarters in Jacksonville, Florida, United States is the global leader in workforce solutions. Pontoon specializes in Contingent Workforce Solutions, Recruitment Process Outsourcing and Workforce Consulting. Operating with nearly 650 colleagues worldwide, Pontoon currently delivers talent management solutions in 74 countries for its 100-plus clients, a global client base that is broader and deeper than the industry has experienced to date. Pontoon is one of the largest worldwide MSPs, and has been named the #3 global enterprise provider of RPO services.

Pontoon will be issuing Position Papers on a monthly basis in 2013. They can be read at pontoonsolutions.com.