

SUCCESS STORY



RECRUITMENT PROCESS OUTSOURCING (RPO): OPERATIVE MEDIA, INC.



With nearly 200 employees, Operative Media, Inc. works to provide technology and services that help publishers improve the process and execution of digital advertising. The company was founded in 2000 and has quickly grown into a global corporation that enables media companies to streamline operations and generate sales. During the past few years, Operative experienced rapid and substantial growth, as demand for its solutions sharply increased. With virtually no hiring processes in place, company managers had difficulty keeping up with the continual hiring demands. As a result, revenue opportunities were not being optimized and “money was simply being left on the table,” said Mike Leo, president and CEO of Operative.

Mr. Leo began working with an off-site recruiter but soon realized that he needed deeper expertise and many more resources. He needed a seasoned partner to address Operative’s unique needs and to help organize the moving parts of the hiring process. Having heard great things about TAPFIN’s fully integrated approach, Mr. Leo brought in TAPFIN to manage hiring needs and serve as an on-site resource. At that time, there were roughly 10 vice president and executive-level positions in engineering, operations and sales that needed to be filled immediately, and new openings were arising everyday.

Mr. Leo needed recruitment professionals who worked with a sense of urgency and were not intimidated by hiring managers. He looked to TAPFIN for assistance, and, within a short time, TAPFIN’s recruitment professional arrived on site to begin an initial three-month contract. With a reputation for quickly providing the highest quality candidates, TAPFIN’s approach is to place experienced recruitment professionals on client site in order to gain a feel for the company, its culture and its long-term goals; this allows TAPFIN consultants to identify and select the best-suited candidates for their clients. By bringing in TAPFIN, Operative also received access to a team of human resources and recruitment experts that could be called upon at any time.

SOLUTION

TAPFIN’s consultant delivered exactly what Operative valued during the hiring process: speed and efficiency. But he went even further, recognizing that in order for Operative to grow its staff enough to keep up with the demand for its solutions, he had to strategically fill positions.

From day one on site, TAPFIN’s recruitment professional implemented flexible hiring processes to prioritize vacancies and make sure that the most urgent positions were filled quickly. TAPFIN managed all of the scheduling and logistics, allowing more time for managers to focus on growing the business and seizing those unfulfilled revenue opportunities.

FAST FACTS

CLIENT BENEFITS

- > Quality candidates quickly delivered by onsite TAPFIN recruitment professional who assimilated seamlessly into company environment
- > Talent pipeline built out with flexible hiring processes to strategically meet future hiring needs
- > Client managers able to focus on optimizing revenue opportunities

PROJECT SCOPE

- > Initial need identified to hire 10 high-level executives
- > Grew company from 20 employees to 200 in three-year period



At the end of 2006, another TAPFIN recruitment professional joined the team at Operative to handle a spike in recruitment needs. "Working with TAPFIN has allowed us to scale recruiting up and down as necessary. As soon as our needs increased, TAPFIN responded quickly, getting someone on site in a very short time," said Mr. Leo.

"The TAPFIN consultants here are intense and professional. They ensure that interviewing and hiring are a priority for the managers," said Mr. Leo. "TAPFIN consultants are truly skilled at managing the manager when it comes to making sure they spend the right amount of time evaluating potential employees."

Having TAPFIN on site was important to Mr. Leo. He believed that job candidates should walk into Operative and feel that it is a company that wants them to excel. TAPFIN's recruitment professionals understood this idea perfectly. They evaluated not only the success a candidate would bring to Operative, but also the success that candidate would enjoy at Operative. "We have a start-up culture, and we need people with the ability to adapt quickly to change. TAPFIN consultants are quite good at weeding out those job candidates that would not thrive here," said Mr. Leo. "At Operative, the consultants truly became part of the company staff, and, for that reason, they were able to successfully pitch Operative's business and culture to prospective hires. By doing so, they were able to present only the highest quality candidates to the hiring managers."

He added, "TAPFIN works with the best interests of the client in mind, and they are truly concerned with the long-term success of the business relationship."

RESULTS

TAPFIN continued to deepen their partnership with Operative. Calling upon TAPFIN's KnowledgeBank, a comprehensive library of industry resources that addresses every phase of the recruitment lifecycle, they were "able to provide answers to any of Operative's questions," said TAPFIN's recruitment professional. "Our KnowledgeBank provides access to a wealth of recruitment and HR best practices compiled by experienced TAPFIN consultants over the past decade. It's like having an entire HR department at your fingertips."

Three years prior to TAPFIN, Operative had only 20 employees; it grew to 200. As a result of TAPFIN's efforts, only the best-suited candidates with a clear understanding of company culture and job expectations were presented to hiring managers. With a dedicated on-site recruitment team and a quality candidate pipeline in place, Operative could respond quickly to hiring needs while hiring managers continued to focus on revenue opportunities.

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—MIKE LEO, CEO AND
PRESIDENT OF OPERATIVE

ABOUT TAPFIN

- > First to offer an integrated solution for acquisition, management and optimization of human capital and contracted services
- > Customized services to meet the unique needs of clients in industries ranging from technology and financial services, to life sciences and telecommunications
- > One of the largest, most financially stable providers of resource management services in the industry
- > A history of process and technology innovation since the inception of resource management process outsourcing
- > The only provider to have achieved ISO 9001:2008 quality management system certification
- > Publicly-traded parent company (NASDAQ: CITP)
- > Billions in managed spend under contract
- > Over 65 programs active today
- > 16 Fortune 500 programs
- > Over 4,100 supplier contracts negotiated

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