



## THE COMPANY

Siemens PLM Software, a business unit of the Siemens Industry Automation Division, is a leading global provider of product lifecycle management (PLM) software and services with 7 million licensed seats and more than 71,000 customers worldwide. Headquartered in Plano, Texas, Siemens PLM Software works collaboratively with companies to deliver open solutions that help them turn more ideas into successful products.

## CLIENT CHALLENGE

Because of the nature of its business, Siemens PLM Software continuously needs to recruit, develop and retain extremely high calibre talent with very specific technical and consultancy skills. The available talent pool is always highly competitive and there isn't always the possibility of cross-fertilisation with the workforce of the parent company.

## CREATING THE SOLUTION

Cielo began working with Siemens PLM Software in 2007 and has continuously offered highly flexible support to adapt to market conditions.

Originally brought on to achieve a number of business critical HR objectives, including acceleration of time-to-hire, reduction of costs and the creation of talent pipelines, Cielo and Siemens PLM Software renewed their contract with new services in November 2011.

Cielo has always defined its role with partner clients as delivering what is right for the clients in real-life market circumstances. Consequently, this new contract provides the group with a 'menu' of services that are selected based on the requirements and expertise of the role.

The Silver, Gold and Platinum options available under this new contract are designed to attract talent for different business needs. The Silver service identifies active candidates with general skills for wider levels within the company; Gold is a more involved and social level of service that identifies semi-active and semi-passive candidates; and Platinum is a head hunting service to find passive candidates, and more specialist, niche skills.

**“Cielo’s ability to provide both broad, on-site recruitment services and international executive search for our business across Europe has made them one of very few outside partners that we trust with our brand. Because of their flexibility and commitment throughout challenging economic times, our relationship has grown and developed, ensuring that we get on board the very best people, who we’re convinced will make Siemens even more successful in the future.”**

- Joos Duffing  
EMEA HR Director  
Siemens PLM Software

## DELIVERING RESULTS

From 2007 – 2009, the combined Cielo and Siemens PLM Software team achieved:

- A more standardised approach to hiring
- Increased involvement of HR in talent sourcing
- Acceleration of time-to-hire
- Reduction of costs
- The creation of talent pipelines
- A better understanding of local recruitment challenges
- 95% direct hires
- 150 roles in Germany alone

Due to the global financial crisis in 2009, Siemens PLM Software reviewed its recruitment policy. Instead of a dedicated talent sourcing function, the business needed highly flexible support that could help with a planned redeployment programme in Germany, yet be ready to return quickly to recruitment activity as soon as market confidence returned.

The dedicated Cielo resource embedded in the company's German operations was slimmed right down to one individual, who immediately switched the focus to the internal recruitment and redeployment programme. At the same time, the executive search team based at Cielo's UK office continued to provide support to Siemens PLM Software throughout 2010 in the recruitment of a number of senior roles across Europe.

By the latter part of 2010, confidence had begun to return to the manufacturing sector, and Siemens PLM Software therefore needed to scale up its consultancy and technical capabilities once more and to do this fast in order to take advantage of new commercial opportunities.

Expected recruitment levels for 2011 grew quickly from 60 in December 2010 to 100+ by January 2011 due to a number of new business wins. Cielo therefore immediately scaled up the dedicated Siemens PLM Software team, stepped up the involvement of its head office search team and implemented a new applicant tracking system.

Despite the rapid escalation in the number of necessary hires, the scarcity of relevant talent and the challenge of finding consulting and technical specialists for a wide range of disparate locations, the expanded Cielo team began to deliver within a short period of time. By late spring 2011, all of the original key roles had been filled, including that of a new key management position for the Nordic countries. The creation of well-defined talent pipelines meant that candidates were in place to meet all of the requirements defined at the beginning of the year for the coming twelve months.

Due to the success of the Germany project, Cielo is now working with Siemens PLM Software to implement a similar structure in the APAC region, embedding a team into the Siemens Shanghai office supported by a 'centre of excellence' based in Hong Kong. This centre will provide expert guidance to the embedded Siemens team, mirroring the support of the UK group to the onsite project in Germany.

## ABOUT CIELO

Cielo is the world's leading provider of global talent acquisition and management solutions. Cielo leverages its global scale, customized, innovative solutions and entrepreneurial agility to help clients achieve sustained people advantage and outstanding business outcomes. Through world-class, technology-enabled solutions, Cielo serves clients primarily in the financial and business services, consumer brands, technology and media, engineering, life sciences and healthcare industries. Cielo knows talent is rising – and with it, an organization's opportunity to rise above. For more information, visit [cielotalent.com](http://cielotalent.com).