

ORACLE CORP  
Form DEFA14A  
February 24, 2012

---

**UNITED STATES**  
**SECURITIES AND EXCHANGE COMMISSION**

Washington, D.C. 20549

**SCHEDULE 14A**

**Proxy Statement Pursuant to Section 14(a)**  
**of the Securities Exchange Act of 1934**

Filed by the Registrant ☐

Filed by a Party other than the Registrant ☐

Check the appropriate box:

- ☐ Preliminary Proxy Statement
- ☐ Confidential, for Use of the Commission Only (as permitted by Rule 14a-6(e)(2))
- ☐ Definitive Proxy Statement
- ☐ Definitive Additional Materials
- ☒ Soliciting Material Pursuant to Section 240.14a-12

**Oracle Corporation**

---

(Name of Registrant as Specified In Its Charter)

---

(Name of Person(s) Filing Proxy Statement, if other than the Registrant)



Edgar Filing: ORACLE CORP - Form DEFA14A

Payment of Filing Fee (Check the appropriate box):

- ☐ No fee required.
- ☐ Fee computed on table below per Exchange Act Rules 14a-6(i)(1) and 0-11.
- (1) Title of each class of securities to which transaction applies:
- 
- (2) Aggregate number of securities to which transaction applies:
- 
- (3) Per unit price or other underlying value of transaction computed pursuant to Exchange Act Rule 0-11 (set forth the amount on which the filing fee is calculated and state how it was determined):
- 
- (4) Proposed maximum aggregate value of transaction:
- 
- (5) Total fee paid:
- 
- ☐ Fee paid previously with preliminary materials.
- ☐ Check box if any part of the fee is offset as provided by Exchange Act Rule 0-11(a)(2) and identify the filing for which the offsetting fee was paid previously. Identify the previous filing by registration statement number, or the Form or Schedule and the date of its filing.
- (1) Amount Previously Paid:
- 
- (2) Form, Schedule or Registration Statement No.:
- 
- (3) Filing Party:
- 
- (4) Date Filed:
-



Filed by Oracle Corporation

Pursuant to Rule 14a-12 under the Securities Exchange Act of 1934

Subject Company: Taleo Corporation

Commission File No.: 000-51299



11510737

Record date: Feb. 20, 2012

Project #: EXT-12-73

Request #: N/A

**BEGIN**

Judy Sim: Hello, everyone. And thank you for joining today's webcast. We are here today to talk about the proposed Oracle and Taleo transaction that we announced on February 9<sup>th</sup>. We will provide more details on what this combination will mean for customers and for partners. Joining me today are Mark Hurd, President of Oracle, Mike Gregoire, Chairman and CEO of Taleo, and Thomas Kurian, Executive Vice President of Oracle Development. We will start with an introduction from Mark. Mark?

Mark Hurd: Hey, thanks, Judy. Welcome to everybody. First we're really excited about this combination. Taleo is very strategic to Oracle. It's highly complementary to our strategy. We built Fusion Human Capital Management as the most modern, state-of-the-art application in the industry. Taleo brings leadership in recruiting, completely additive as we weren't building this ourselves.

Now adding recruiting and Taleo's other talent management applications gives us the most comprehensive and modern cloud human capital management and talent management suite in the industry. No one else can deliver this. No one else can offer you best-in-class capabilities for every module.

It also adds scale to our cloud business, 5,000 customers servicing the biggest companies in the world - Starbucks, Best Buy, Hyatt, Blue Cross, American Airlines, many others.

Taleo's cloud manages 15 percent of all U.S. hires. 240 million candidates are on the Taleo Talent Exchange. Up to 75 million transactions a day. Taleo has tremendous presence, so does Oracle. We believe Oracle now has the most comprehensive set of enterprise cloud offerings in the world.

For Taleo customers, we will invest more in R&D than Taleo could do alone. You'll see value-add immediately with access to other HR-related, integrated functionality and quite frankly other capabilities in service, sales and marketing. You'll see a continued focus on all of the customer segments, including both the Enterprise Edition and the Business Edition. You'll be able to continue to leverage the expertise the Taleo employees bring, and an additional 18,000 support experts will be backing you as well as tens of thousands of other technology experts.



11510737

Record date: Feb. 20, 2012

Project #: EXT-12-73

Request #: N/A

For Oracle customers, we continue to execute on our strategy, to be best-in-class at every layer and every module of the Oracle stack, continue to vertically integrate best-of-breed components into solutions that bring extreme total cost of ownership benefits to our customers, continue to deliver industry-specific IP and continue to make our IP available to you in any way you want to consume it. Your choice.

So no change to our strategy or to our Fusion roadmap and release schedule. Taleo is incremental to Fusion. It clips straight into our Fusion HR cloud, already our fastest-growing cloud application in the company.

We have an aggressive investment to deliver even more value to customers and their employees.

With that, let me introduce Mike. Mike is the Chairman and CEO of Taleo. I spent some time already with his management team and have spoken to the 1,400 employees at Taleo, a top-notch group, extremely talented, and they're led by Mike who's just created something really special at Taleo.

So, Mike, tell us more about Taleo and what you're hearing from customers.

Michael  
Gregoire:

Great. Thank you very much, Mark. It's a real pleasure to be here. At Taleo we're really excited about this proposed combination and joining Oracle. For us, it makes a lot of sense to join forces with Oracle, a leader in HCM and a company committed to the cloud. Taleo is the leading provider of cloud-based talent management solutions. For over a decade, Taleo has helped companies attract, hire, manage, develop and reward employees to ensure they have the right people in the right places to drive business.

We have 1,400 experts in this area working for us. We service 5,000 customers, and Taleo manages 15 percent of all U.S. hires. Taleo has one of the world's largest cloud deployments managing over 16 billion transactions a year.

So why is this important to customers? Our customers have been asking us to expand our offering to be more end to end.



11510737

Record date: Feb. 20, 2012

Project #: EXT-12-73

Request #: N/A

This acquisition delivers that value faster and more effectively since Oracle has most of those components already. This includes not only HR-related cloud functionality, but it also has capabilities in other areas like customer service and sales, marketing. And, over the last week I've been able to speak to many Taleo customers, and I've received overwhelming positive feedback about the news.

They're excited about the additional modules that Oracle has that complement what we already bring to market. They know they'll have the option to deploy a complete suite of HCM operations and talent management in the cloud from one vendor. But they also can pick and choose the cloud functionality as they need it based on their individual circumstances. That flexibility is attractive to them.

An integrated set of HR functionality in the cloud allows for a single business process flow leading to increased efficiencies and talent intelligence and ultimately more effective organizational performance.

You know, the state of the HR SaaS market has changed. There's an increasing need for an integrated HCM and talent management suite. One of the most powerful ideas in business is the idea that talent drives performance.

Recently in PWC's 14<sup>th</sup> Annual CEO Survey, leading CEOs have identified talent management as a major challenge and a key driver of business performance. As much as 70 percent of an organization's expenses are invested in employees, yet most organizations know more about their laptops than their people and talent strategies needed to take into account the availability and cost of skills in different regions of the world.

Companies need to rebalance their skills and talent in a response to talent and global competitive pressures. In a volatile economy, talent intelligence can make the difference. Companies have become lean. Senior management expects HR to be able to deliver and replace a worker almost immediately. This has added a significant burden to HR to make sure that they are consistently working on a pipeline of candidates to fill vacancies quicker than ever before.



11510737

Record date: Feb. 20, 2012

Project #: EXT-12-73

Request #: N/A

HR must also manage another large group of employees that includes an ecosystem of partners, consultants and contingent workers.

Huge shifts in the way traditional talent management activities are impacted in the social arena – for example, the recruiting. In 2005, the employee referral rate for external hires was about 30 percent. Today, that number has jumped to over 70 percent amongst leading companies. Taleo's Talent Management Suite helps customers manage recruiting, performance, compensation, learning and succession planning. We give customers talent intelligence to capture meaningful information on people, help managers gain insight and act on it to drive better business performance.

So a quick recap – we're really excited about joining Oracle. We believe this acquisition delivers what customers need and what they've been asking for. Our two companies are highly complementary both from a functionality standpoint, but also from a cultural standpoint. We've been impressed with the Oracle personnel, strategy and execution. There's no doubt this acquisition will deliver value to our customers. They'll have the backing of a \$4 billion dollar-plus R&D budget and the additional backing of a sales team of 23,000 and 18,000 support personnel.

The talent and domain expertise that Taleo will bring to Oracle will complement the Oracle team very well. So overall, a great strategic fit for both companies.

So now I'll throw it back to Judy.

Judy Sim: Mike, fantastic. Thank you very much. Taleo has certainly built a very impressive talent management portfolio. And I've had a chance to meet some of the top management team with you. And we're looking forward to working with them more closely as this transaction closes.

What I'd like to do now is introduce Thomas Kurian. Thomas is our Executive Vice President in charge of product development at Oracle. And Thomas is going to cover Oracle's product strategy with Fusion and the addition of Taleo into that portfolio.

Thomas Kurian: Thank you, Judy. So I'm going to focus on how Oracle and Taleo together are expected to drive human capital management.



11510737

Record date: Feb. 20, 2012

Project #: EXT-12-73

Request #: N/A

Now every organization today recruits and onboards new employees, sends them to learning and development programs, then measures the performance with performance management tools, engages them and offers them compensation and benefits to retain them. Then goes through a formal talent review process to measure how these employees do vis-à-vis other parts of their organization and frankly candidates they're looking for outside the business.

What Oracle wants to do is to offer you a complete solution, complete talent management to find and develop the best people, complete human capital management to align, promote and reward them, with embedded business intelligence, social and mobile capabilities to enable people to make the right decisions quickly and effectively.

With this solution, we feel that we will allow employees to find the best organizations to find the best people, develop them, have lower turnover and better results.

Taleo brings the market-leading recruiting and onboarding solution, learning and development solution, and goals, succession management and performance management capability.

Oracle adds engagement and retention with core human resources, compensation and rewards, with compensation benefits and payroll, talent review and Oracle's own Fusion performance management products. We intend to unify the performance management capabilities from both Oracle and Taleo into a single offering that will allow that has all the features and provides a seamless upgrade for all customers.

But by and large, Taleo and Oracle offer the best, most complete and most complementary suite of products in the marketplace.

Now we have an aggressive product plan to deliver against this vision. And I'm going to take each area and give you three examples of what we want to do.



11510737

Record date: Feb. 20, 2012

Project #: EXT-12-73

Request #: N/A

First, recruiting and onboarding. We want to allow you to plan, predict and optimally source your workforce, to provide flexible and configurable recruiting and employee onboarding processes and to engage candidates the day that they consider joining a company and to develop them.

Here's just a couple examples: to plan, predict and optimally source your workforce, we want to integrate predictive analytics with recruiting so you can understand your workforce structure, your recruiting needs and talent gaps, and secondly to make sure that you have the right you're going after the best talent by integrating recruiting, performance management and talent reviews. We allow managers to define the critical roles they have and source the top talent they have for positions internally so you don't even need to go outside the organization to find the best people.

Superior learning and development. We want you to engage and help your employees develop to develop targeted training for job-related skills and competencies and to monitor and encourage compliance with certification requirements. So, we want to enable you to give employees a well-defined learning curriculum as part of learning and goals management during the performance management process to define goals and help them build a learning curriculum to fulfill and meet these goals. Secondly, to bring employees into a mentoring and collaborative learning relationship using Oracle's social networking tools with Taleo's learning and our performance management products.

So it's not just about engaging and helping employees develop, but also about delivering them the training that they need in order to grow in the organization.

Third, performance management. It's really about recruiting finding, recruiting and retaining the best people, continually developing them and helping your HR professionals offer more effective development programs to help these people grow.

So just let me give you a couple examples. To find, recruit and retain the best people, imagine if you had the capabilities as a manager, to look at your organization chart and browse the organization chart using a talent browser. So, you can look at the organization chart, but find the people within the organization chart using a talent browser. You can quickly and effectively find the best talent for a position or need that you have.



11510737

Record date: Feb. 20, 2012

Project #: EXT-12-73

Request #: N/A

Secondly, we also want to create a talent directory. The talent directory is basically a portable talent profile that's attached to every employee or candidate that's then integrated with recruiting and sourcing. So, you can look outside of the company and look at all the pipeline of candidates that are out there and where you're considering sourcing from, to get a view of what the talent outside the organization is. And so, this allows you to find, recruit and retain the best people.

Now after you've recruited and retained them and put them through a performance management process, you want to engage these employees and retain them. How do you do so? It's very simple. You need to have a view of which employees are at risk and identifying new opportunities for talented employees who are at risk. Second, you want to empower employees to develop their own careers so that employees don't feel that the only person responsible for their career is their manager or the HR professional, but to empower employees to develop their own careers. And third is to tailor human resources practices and to optimize them based on the population of employees, their skills profile and cultural practices.

So let's give you two examples. We want you to identify -- be able to quickly as a manager identify any employee at risk using predictive analytics from Fusion Human Capital Management integrated with Human Resources and Performance Management. So you can profile your entire employee base from human resources, subset people with specific talent profiles from performance management, and then use predictive analytics to get a sense of which employees are at risk and might cause turnover.

We also want you to enable your top talent to find alternate positions within your organization. So a top talent has a talent profile. In fact, every employee should have a talent profile. And they can then go onto the internal sourcing site and find positions within the organization that might be a best match for the talent and become an opportunity for them to get a promotion and find an alternate and perhaps a more fulfilling position.



11510737

Record date: Feb. 20, 2012

Project #: EXT-12-73

Request #: N/A

Paying for performance. So being able to offer superior compensation and benefits. To us it's about three important things: making effective compensation decisions with better information, providing employees with visibility to their total compensation, and making sure that you have flexible processes for rewarding people while maintaining budgets and centralized control as a management team. So making effective compensation decisions. We want you to be able to compare existing employees with people within other peers within your organization using your talent profile to make sure that you're paying your top talent differentially for performance, integrating performance management and compensation.

Secondly, to compare your top talent within the organization with candidates being hired from outside using Compensation Management and Recruiting, and then aligning employees' bonus and incentive payment to corporate objectives using Hyperion integrated with Goal and Compensation Management.

Finally, talent reviews. Enabling employees to get better talent decisions because managers and HR professionals have more complete data, making that process of talent reviews transparent to the employee, and providing the HR professional and the manager a complete view of the workforce for talent reviews. So let's give you two examples.

The first one is making sure that you have a better, complete view of talent within and outside the enterprise. We want to integrate recruiting, the portable talent profile, and the talent review process. So you can use the talent review to look at the people within your organization. You can use the talent profile and recruiting to look at candidates outside the enterprise so that you can then bring the two together when you're considering promotions, hiring decisions and succession planning.

Secondly, enabling employees who are top talent to have visibility in the process. Any employee should have the ability to go on your recruiting and sourcing site, go through learning program, goal management and sourcing. So they go through a review process, they get goals to develop, they go to goal management and learning, and develop against those goals and objectives. They browse the internal talent using the talent



11510737

Record date: Feb. 20, 2012

Project #: EXT-12-73

Request #: N/A

browser. They browse the organization to find mentors who can help them grow. And if they're unhappy with their current position, they can use the internal sourcing solution to then find the best jobs that might exist and the best openings for them to develop as a career path.

So a lot of different capabilities delivered as an integrated solution, also made available as Software as a Service. So every aspect, there are three important points I want to make sure you understand. Oracle and Taleo's products are complementary, and between Fusion Human Capital Management and Taleo Talent Management, we offer a full suite of capabilities delivered in Software as a Service.

Second, this solution can be purchased and used as individual modules. And it's our intent to allow people to continue to use as individual modules. You can also use most of the suite or all of the suite. And the more pieces of the suite you use, obviously you can manage more capabilities that I talked about.

Finally, it works with any human resource management system, Oracle or non-Oracle, on-premise or in the cloud. No other vendor and no other combination in the market offers the same breadth of capabilities delivered 100 percent through Software as a Service as we do.

Customers are excited about this transaction because it enables them to fulfill the vision that we described.

Let's give you a few examples: Hyatt Hotels, the leading global hospitality company, uses Taleo recruiting to identify candidates, make job offers and to do so while cutting cost, reducing turnover, reducing advertising expense for job placement, and improving productivity.

Qantas uses both Taleo recruiting and sourcing to reduce the recruitment approval time, make decisions faster in hiring, and hiring as many as 20,000 candidates in under two months.

Rogers Communications. They use the entire Taleo Talent Management Suite: recruiting, onboarding, performance, succession. They find benefits reducing the time to hire new employees and driving down attrition while drastically improving productivity.







11510737

Record date: Feb. 20, 2012

Project #: EXT-12-73

Request #: N/A

On the Oracle side, our Fusion Human Capital Management Solution is used by Barry-Wehmiller, for example, a diversified, global manufacturing and technology services company, uses Fusion Human Capital Management delivered as Software as a Service, both human resources and benefits. And they find that they get better analytics, better decision-making, highly flexible HR processes, 100 percent delivered through Software as a Service in the cloud.

Red Robin, a restaurant chain, uses both Human Fusion Fusion Human Capital Management and Talent Review delivered in a Software as a Service model. They find they can recruit employees faster with quicker onboarding and simplified training. They love the user experience. They find that embedded analytics helps them make decisions more quickly.

Living Social, a social networking company, is using Fusion Human Capital Management Software as a Service, human resources, benefits, compensation, analytics. And they chose it because it positions their business, which is very fast growing, for further expansion and on a global basis.

Finally, two other companies the National Oilwell, or Varco. They use the entire Fusion Software as a Service Suite Talent Review, Performance Management, Goal Management, Compensation, a number of different modules, and they are able to use it for talent review processes, to find key gaps in skills and knowledge, and to retain the right employees by integrating Performance Management, Goal Management and Compensation.

And then D.R. Horton, the largest home builder in the United States, uses Fusion Human Resources, Payroll and Benefits to automate their human capital management processes and to get better and more simplified payroll processing and benefits administration.

So both Fusion Human Capital Management and Taleo offer world-class and highly differentiated capabilities. Bringing the two solutions together on a Software as a Service basis delivered to the cloud is really exciting for a lot of our customers, both Taleo customers and Oracle s customers. And we ve had very positive reaction to our joint announcement.



11510737

Record date: Feb. 20, 2012

Project #: EXT-12-73

Request #: N/A

Why do customers see the value of the pending combination? Well, it's for the following reasons. Taleo brings cloud services and domain expertise to Oracle. We're going to increase the R&D investment in both Oracle Fusion Human Capital Management and Taleo Talent Management Products. We're going to offer a comprehensive solution combining HR, Payroll and Talent Management. Taleo's management employees will accelerate how quickly we bring these to market. And we're committed to all Taleo and Fusion SaaS products.

We will continue to focus a highly specialized sales team and delivery organization just to this segment. A dedicated partner management and engagement model. And we will focus on maintaining and building upon all existing customer relationships.

So the key takeaways we want you to understand about our product plan. Oracle and Taleo together are expected to offer the best and most complete human capital and talent management offering in the cloud. Oracle will continue to offer talent management that works with Oracle and non-Oracle Human Resource Management and Human Capital Management Systems, whether those systems are on-premise or in the cloud. Oracle intends to integrate Taleo with the Oracle Public Cloud because it allows us to extend Taleo's capabilities with social networking, identity management, business analytics and a number of other capabilities that are part of Oracle's Public Cloud.

And Oracle is committed to investing in the existing Taleo products, including Taleo Business Edition, giving them greater investment and focus while maintaining the flexibility and choice of deployment models that we offer customers today.

So, we are very excited about the combination. We have a very clear idea of how we want to bring the products together, and the combination offers a very unique set of capabilities that no other competitor offers in the market.

Thank you again. Judy, back to you.



11510737

Record date: Feb. 20, 2012

Project #: EXT-12-73

Request #: N/A

Judy Sim: Thank you, Thomas. That concludes our presentation for today. And I want to thank everyone for joining us. There s more information about the proposed combination of Oracle and Taleo. It can be found at [oracle.com/taleo](http://oracle.com/taleo) and also at [taleo.com/oracle](http://taleo.com/oracle). We will continue to keep updating these two Web sites with more information as it becomes available.

Thank you so much.

**END**



Filed by Oracle Corporation

Pursuant to Rule 14a-12 under the Securities Exchange Act of 1934

Subject Company: Taleo Corporation

Commission File No.: 000-51299







Oracle and Taleo  
Powering Great Employee Experiences  
February 24, 2012



3

Copyright ©

2012, Oracle and/or its affiliates. All rights reserved.

Cautionary Statement Regarding

Forward-Looking Statements

Oracle

is

currently

reviewing

the

existing

Taleo

product

roadmap

and

will be providing guidance to customers in accordance with Oracle's standard product communication policies. Any resulting f

and

timing

of



release  
of  
such  
features  
as  
determined  
by

Oracle's  
review  
of  
Taleo's  
product  
roadmap  
are  
at  
the  
sole  
discretion  
of

Oracle.  
All  
product  
roadmap  
information,  
whether  
communicated

by  
Taleo

or by Oracle, does not represent a commitment to deliver any material, code, or functionality, and should not be relied upon in and may not be incorporated into any contract.

#### Cautionary Statement Regarding Forward-Looking Statements

This presentation contains certain forward-looking statements about Oracle and Taleo, including statements that involve risks and anticipated customer benefits and general business outlook. When used in this presentation, the words "anticipates", "can", "will", and "may" are intended to identify those assertions as forward-looking statements. Any such statements that are not historical facts are intended to identify those assertions as forward-looking statements. Any such statements are made as of the date of this presentation and are subject to change.

the  
control

of  
Oracle

or  
Taleo,  
that

could  
cause  
actual  
outcomes

and results to be materially different from those projected, described, expressed or implied in this presentation due to a number of factors and uncertainties.

Potential  
risks



and  
uncertainties  
include,  
among  
others,  
the  
possibility  
that  
the  
transaction  
will

not  
close  
or  
that  
the  
closing  
may

be  
delayed,  
the  
anticipated  
synergies

of  
the combined

companies may not be achieved after closing, the combined operations may not be successfully integrated in a timely manner, does business, and the possibility that Oracle or Taleo may be adversely affected by other economic, business, and/or competitive anticipated

by  
the  
forward-looking  
statements

will  
transpire  
or  
occur,

or  
if  
any  
of  
them  
do

so, what impact they will have on the results of operations or financial condition of Oracle or Taleo. In addition, please refer to the documents that Oracle and Taleo, respectively, file with the U.S. Securities and Exchange Commission (the other important factors that could cause Oracle's and Taleo's respective operational and other results to differ materially from presentation. You are cautioned to not place undue reliance on forward-looking statements, which speak only as of the date of of the information in this presentation.

#### Additional Information about the Merger and Where to Find It

In connection with the proposed merger, Taleo will file a proxy statement with the SEC. Additionally, Taleo and Oracle will file by Oracle pursuant to the terms of an Agreement and Plan of Merger by and among, Taleo, OC Acquisition LLC, a wholly owned



subsidiary of Oracle, and Oracle. The materials to be filed by Taleo with the SEC may be obtained free of charge at the SEC's website to read the proxy statement and the other relevant materials when they become available before making any voting or investment decisions that are important information about the merger and the parties to the merger.

Oracle, Taleo and their respective directors, executive officers and other members of their management and employees, under SEC rules, may be deemed to be participants in the solicitation of proxies of Taleo stockholders in connection with the proposed merger. Investors and security holders may obtain more detailed information regarding the names, affiliations and interests of certain of Oracle's executive officers and directors in the solicitation by reading the proxy statement that they become available.

Information concerning the interests of Taleo's participants in the solicitation, which may, in some cases, be different than those of



Taleo's stockholders generally, is set forth in the materials filed with the SEC on Form 10-K and will be set forth in the proxy statement relating to the merger when it becomes







5

Copyright ©

2012, Oracle and/or its affiliates. All rights reserved.

Presenters

Mark Hurd

President, Oracle

Michael Gregoire

Chairman and CEO, Taleo

Thomas Kurian

Executive Vice President, Oracle Development







7

Copyright ©

2012, Oracle and/or its affiliates. All rights reserved.

Taleo's Customers Include Leaders Across Industries

\*Customer Information and Logos Provided by Taleo

Retail and Hospitality

Financial Services

Technology

Media and

Entertainment

Travel

Energy and Mining

Healthcare







9

Copyright ©

2012, Oracle and/or its affiliates. All rights reserved.

How Oracle and Taleo Together Are Expected

To Drive Human Capital Management



10

Copyright ©

2012, Oracle and/or its affiliates. All rights reserved.

Oracle and Taleo

Employees move through a continuous cycle

Interview and start a new position

Develop skills and competencies

Perform their work and collaborate with others

Receive feedback and development goals

Accept compensation and rewards

Prepare for new positions



Employees, Managers, and HRMS Professionals need a complete set of tools

Complete Talent Management to find & develop the best people

Complete Human Capital Management to align, manage, promote & reward your employees

Embedded Business intelligence to make informed decisions

Accessible anywhere on any mobile device

Integrated social networking to facilitate engagement

Organizations that invest find the best people, develop them better, have lower turnover, and achieve better business results  
Delivering Great Experiences Throughout the Employee Lifecycle



11

Copyright ©

2012, Oracle and/or its affiliates. All rights reserved.

Oracle and Taleo together expect to offer the best and most complete Human Capital & Talent Management offering in the Cloud

Oracle intends to deliver unified Performance Management

Combining Taleo and Oracle Fusion Performance Management

All features, seamless upgrade for all customers

Oracle is committed to Taleo and Oracle Fusion's products and is aggressively investing for growth

Oracle and Taleo

Delivering Great Experiences Throughout the Employee Lifecycle

Talent Review

Compensation and Rewards



Engagement and Retention  
Performance Management  
Learning and Development  
Recruitment and On-boarding



12  
Copyright ©  
2012, Oracle and/or its affiliates. All rights reserved.  
How  
We  
Plan  
to  
Deliver  
Superior  
Recruiting  
&  
On-Boarding  
Three Project Examples

Plan, predict, and optimally source your workforce

Understand your workforce structure, recruiting needs, talent gaps

Using Predictive Analytics with Recruiting



Develop more effective candidate sourcing strategies

With comprehensive Recruiting & Sourcing Analytics

Define critical roles & source top talent for positions internally

By integrating Recruiting, Performance Management & Talent Review

Automate the process of creating job placements and vacancies when employees leave

By integrating Core HRMS Workforce Management Processes with Recruiting

Make Recruiting & Employee On-boarding Processes highly configurable for different needs

Using Business Rules, a Portable Talent Profile, and industry specific processes

Provide flexible and configurable recruiting & on-boarding processes

Use Social Networks for better referrals and candidate pipeline management

Using Social Network, Recruiting and Talent Profile

Enable new employees to have a clearly defined Learning & Development Program

By integrating Learning & Development with Recruiting & On-boarding Process

Engage candidates and develop new employees



13

Copyright ©

2012, Oracle and/or its affiliates. All rights reserved.

How We Plan to Deliver Superior Learning &  
Development

Three Project Examples

Engage & Help Employees Develop

Ensure employees are up-to-date on required courses and compliance training

By integrating Core Human Resources and Learning

Provide visibility of certified employees to staff for specific roles and projects

Using Human Resources, Project Management, and Learning

Monitor and encourage compliance with certification requirements



Enable  
managers  
to  
recommend  
training  
as  
part  
of  
the  
performance  
review  
process

By integrating Learning with Performance Management

Prepare top talent for HR Job Changes & Promotions with appropriate training programs

By matching an Employee's Talent Profile and Career Paths with Learning Curriculum

Develop targeted training for job-related skills and competencies

Enable new employees to have a clearly defined Learning curriculum

By integrating Learning & Goals Management with Workforce Lifecycle Manager

Engage employees through mentoring and collaborative learning

Using Social Network with Performance Management & Learning

Incent your top Talent to help other employees develop

Capture & weigh Learning & Social Participation in Performance Reviews



14

Copyright ©

2012, Oracle and/or its affiliates. All rights reserved.

How We Plan to Deliver Superior Performance Management

Three Project Examples

Recruit & Retain the Best People

Time to top talent : Hire and re-hire the best talent

Using Performance Management, Portable Talent Profile, and Recruiting

Use an employee's Talent Profile & Goals as predictors for promotion

Using Talent Profile and Predictive Analytics

Enable

Managers

to



find  
the  
best  
talent  
they  
need  
for  
projects  
&  
job  
openings

By integrating a Talent Browser with Organization Chart

By creating a Talent Directory that is integrated with Recruiting/Sourcing

Capture timely formal & informal feedback on employee performance

With Taleo Anywhere & Mobile Framework with Talent Profile

Enable employees to collaborate to align, manage, and complete goals

Using Social Network and Goal Management

Enable HR Professionals to better profile your employees

With integrated Talent & Goal Analytics coupled with Social Network

Tailor performance management programs to different employee populations

Using Business Rules integrated with Performance & Goal Management

Help HR Professionals offer more effective Development programs

Continually develop employees with Performance Management



15

Copyright ©

2012, Oracle and/or its affiliates. All rights reserved.

How We

Plan to Deliver Superior Engagement &

Retention

Three Project Examples

Provide visibility into risk and opportunities for employees

Differentiate HR Service delivery based on population and cultural practices

Enable flexible & configurable HR Practices

Provide clear line of sight so they will know what they are working on is valuable

By integrating Social Network with Goal Management

Enable employees to build networks and relationships throughout the organization



Using Social Network, and Talent Browser with your employee Directory

Enable employees to find mentors within the organization

Using Social Network, Goal Management, & Talent Browser with your employee Directory

Empower employees to develop their own careers

Get an aggregate view of your employee population, at risk employees, and talent

Using Predictive Analytics with Human Resources & Performance Management

Measure multiple factors to highlight specific employees at risk

Using Predictive Analytics and Performance Management

Help at-risk top talent find alternate positions within your organization

With a Talent Profile integrated with internal Sourcing & Recruiting

Using Human Resources, Recruiting, Performance Management, and Learning all configurable with common Business Rules



16

Copyright ©

2012, Oracle and/or its affiliates. All rights reserved.

How We

Plan to Deliver Superior Compensation &

Benefits

Three Project Examples

Make effective compensation decisions with better information

Compare existing employees with new hires & market trends to avoid salary compression

Using Compensation Management with Recruiting

Reward & continually calibrate your top talent's compensation

With calibration tied to Pay for Performance (Performance Management & Compensation)

Align employees bonus and incentives payments to corporate objectives



Using Hyperion, Goal Management and Compensation Management

Provide employees with visibility to their total compensation

Single compensation statement with salary, bonus, incentives, and benefits

Integrating Compensation Management, Benefits, and Incentive Compensation

Real-time views into incentive achievements and current payments against targets

Using Goal Management, Incentive Compensation, and Payroll

Deliver flexible process for rewards while maintaining budget and control

Use compensation & benefits effectively to engage & retain your employees

Using Predictive Analytics and Performance Management

Differentiate budgets based on type of work, compliance requirements and company objectives

Using Hyperion, Human Resources, Compensation, and Goal Management



17

Copyright ©

2012, Oracle and/or its affiliates. All rights reserved.

How We Plan to Deliver Superior Talent Reviews

Three Project Examples

Enable better talent decisions with more complete data

View talent within and outside the enterprise when considering succession plans

Using Recruiting, Talent Profile, and Talent Review

Calibrate and Collaborate to ensure consistent Talent decisions

By integrating a portable Talent Profile with Talent Review and Social Network

Provide employees visibility into the process

Allow self-nomination through selection of career paths and applications for internal positions



Using Talent Profile with Recruiting

Enable employees to have a clearly defined Learning curriculum for specific career paths

By integrating Learning & Talent Profiles

Provide a complete view of the workforce for Talent Review

Identify key roles and source talent within and outside the enterprise for pipeline development

Using Talent Review with Recruiting

View all aspects of an employee profile to ensure consideration for appropriate roles

Using Talent Profile with Talent Review



18

Copyright ©

2012, Oracle and/or its affiliates. All rights reserved.

The Oracle and

Taleo Difference

Full Employee Lifecycle in the Cloud

Recruiting and Candidate Sourcing

Talent Acquisition and On-boarding

Workforce Lifecycle Management

Learning Management

Performance Management

Talent Review

Goals Management

Succession Management

Global Human Resources

Worker Directory & Employee Portrait

Global Payroll

Compensation Management

Benefits Management



Incentive Compensation Management

Enterprise Social Network

Works with any HRMS System



19

Copyright ©

2012, Oracle and/or its affiliates. All rights reserved.

Customer Success



20

Copyright ©

2012, Oracle and/or its affiliates. All rights reserved.

Taleo Success Story: Hyatt

Easily Identify Top Candidates, Improving Productivity By 50%

Hyatt is a leading global hospitality company  
with 478 properties in 45 countries and more  
than 75,000 employees.

CHALLENGES:

TALEO PROVIDES:

BENEFITS:

Integrated prescreening tools and behavioral assessments focus  
managers on high quality candidates

Recruiters are able to access the Taleo system via mobile  
devices to quickly make offers on open positions

Fills thousands of jobs annually while cutting costs and turnover,



reducing advertising expenses by 50%, and increasing productivity by 50%

\* Customer Information and Logos Provided by Taleo

COMPANY OVERVIEW:

Needed to assess cultural fit, customer service values and work ethic, when selecting best candidates for entry level positions  
Recruiting



21

Copyright ©

2012, Oracle and/or its affiliates. All rights reserved.

Taleo Success Story: Qantas

Automate Recruiting Resulting in a 50% Reduction In Approval Time

Qantas is widely regarded as the world's leading long distance airline and one of the strongest brands in Australia with 36,000 employees worldwide.

CHALLENGES:

Needed an automated talent management solution to source and recruit candidates quickly and with ease

TALEO PROVIDES:

Recruiting

Sourcing

BENEFITS:



50% reduction in recruitment approval time

30% less time between decision to hire and making an offer

20,000 candidates registered in under two months

Successfully sourcing candidates directly

\* Customer Information and Logos Provided by Taleo

COMPANY OVERVIEW:



22

Copyright ©

2012, Oracle and/or its affiliates. All rights reserved.

Taleo Success Story: Rogers

Improve Hiring Decisions and Drive Down Attrition Rates

As Canada's top communications and  
media organization, Rogers strives to be

the

best

at

what

they

do

bringing

innovative products and first-rate customer  
service to the marketplace.

CHALLENGES:



TALEO PROVIDES:

BENEFITS:

Reduced time to hire by 15%

Drove down attrition by 46% with improved candidate prescreening

Drastically improved productivity and reduced operational costs with talent intelligence

\* Customer Information and Logos Provided by Taleo

COMPANY OVERVIEW:

Recruiting

On-boarding

Performance and Succession

Recruitment efforts required more formalized methods to optimize effectiveness of recruiters



23

Copyright ©

2012, Oracle and/or its affiliates. All rights reserved.

Oracle Fusion Success Story: Barry-Wehmiller

Identify, Develop, and Retain Internal Talent

COMPANY OVERVIEW:

Barry-Wehmiller is a diversified global supplier of manufacturing technology and services across a broad spectrum of industries. Barry-Wehmiller is a well-balanced and financially solid company with a healthy pattern of growth for more than 20 years.

Company is big on promoting employees from within and investing in its talent



Older HRMS System could no longer meet its global and self-service Core HR and talent management needs

FUSION SAAS HCM PROVIDES:

Human Resources

Benefits

BENEFITS:

Integrated people development tools to meet corporate goals

State of the art, open standards technology

Integrated Analytics to make better decisions faster

Flexibility in deployment options now and in the future

CHALLENGES:



24

Copyright ©

2012, Oracle and/or its affiliates. All rights reserved.

Oracle Fusion Success Story: Red Robin

Modernize, Attract and Retain Gen Y Employees

Red Robin Gourmet Burgers has been the

Gourmet Burger expert since 1969, when

the

first

Red

Robin

®

restaurant

opened

in

Seattle. Now, with more than 450

restaurants across the U.S. and Canada,

Red Robin offers craveable, high-quality

menu items.



CHALLENGES:

FUSION SAAS HCM PROVIDES:

BENEFITS:

Quicker on-boarding and simplified training

User experience that every user loves including Gen Y

Integration between HCM & Financial Management

Embedded analytics to make timely decisions

Flexible, cutting-edge, and easily configurable system

COMPANY OVERVIEW:

Fusion Human Resources

Fusion Talent Review

Competitive pressure to leapfrog others in the industry by modernizing back office

Younger employees, high turn over, ongoing on-boarding and training efforts



25

Copyright ©

2012, Oracle and/or its affiliates. All rights reserved.

Oracle Fusion Success Story: LivingSocial

Simplify Benefits Processing, Pay For Performance

COMPANY OVERVIEW:

The company is the social commerce leader behind LivingSocial Deals, a group buying program that invites people and their friends to save up to 90 percent each day at their favorite restaurants, spas, sporting events, hotels and other local attractions in major cities.

CHALLENGES:

Position the business for future expansion by effectively



managing global workforce

Compliance with state and local government regulations

Modern, easy to use UI appealing to younger workers

BENEFITS:

Fusion Human Resources

Fusion Benefits

Fusion Compensation

Fusion Transactional Business Intelligence

FUSION SAAS HCM PROVIDES:

A huge need for HR and Talent Management system capable of improving ability to identify, manage, and develop highly skilled employees

Prepare and position the company for continued growth

Require modern integrated SaaS solution



26

Copyright ©

2012, Oracle and/or its affiliates. All rights reserved.

Oracle Fusion Success Story: NOV

Create New Pipeline of Knowledge Workers

CHALLENGES:

Industry knowledge workers aging well beyond other industries

Huge need and an opportunity to identify, develop, and retain  
internal talent as well as focus on attracting fresh college  
graduates with promising potential

FUSION SAAS HCM PROVIDES:

Fusion Talent Review

Fusion Performance Management



Fusion Goal Management

Fusion Compensation

BENEFITS:

Identify and develop internal talent

Identify key gaps in skills and knowledge and fill these

Retain the right employees with pay-for-performance

COMPANY OVERVIEW:

Since 1841, National Oilwell Varco (NOV) has been dedicated to ensuring customers receive the highest quality oilfield products and services. Leveraging over 700 worldwide manufacturing, sales and service centers, National Oilwell Varco supplies customer-focused solutions.



27

Copyright ©

2012, Oracle and/or its affiliates. All rights reserved.

Oracle Fusion Success Story: D.R. Horton

Simplify Benefits Processing, Gain Workforce Visibility

COMPANY OVERVIEW:

BENEFITS:

Integrated Suite that automates HCM Business Processes

Simplified payroll processing and benefits administration

User Friendly, Attractive User Interface

Integrated & easily extensible Business Intelligence

FUSION HCM PROVIDES:

Fusion Human Resources



## Fusion Payroll

### Fusion Benefits

#### CHALLENGES:

D.R. Horton, Inc., America's Builder, is the largest homebuilder in the United States, based on its 16,695 homes closed in the twelve-month period ended September 30, 2011. Founded in 1978 in Fort Worth, Texas, D.R. Horton has operations in 73 markets in 25 states in the East, Midwest, Southeast, South Central, Southwest and West regions of the United States.

Gain better visibility into its workforce

Optimize and automate benefits processing

Simplify payroll processing



28

Copyright ©

2012, Oracle and/or its affiliates. All rights reserved.

Customers See the Value of the Pending  
Combination

I honestly think this is a positive move and brings added horse  
power

to Taleo's total talent management suite.

--William Peterson

Director of Comp and Benefits

Phoebe Putney Memorial Hospital

We are excited about our future with Taleo due to the recent  
acquisition news of Taleo by Oracle. The talent Oracle has  
acquired in Taleo, the leader in talent management, together  
with the strong reputation and financial backing of Oracle  
makes the future organization very strong.

--HR Systems Manager

One of the US's largest healthcare  
management companies.



We are an Oracle and Taleo customer, and we feel good about the acquisition.

We look forward to working with the combined company going forward.

--VP of HR at a large retailer

We are optimistic about Oracle's acquisition of Taleo, because we use Oracle

as our core HR operating system,

while

using

Taleo

as

our

core

Talent

Management

system.

We believe there are potentially significant opportunities to be leveraged with the marriage of these two companies and the synergizing of the two technologies.

--Senior HR leader at large transportation organization

I look forward to the Oracle and Taleo partnership. It leverages Oracle's overall technology power with Taleo's talent management suite industry focus, and that can only lead to a more powerful and rewarding customer and end-user experience.

--Joe Almodovar

Senior Director, Global HRIS & Payroll

A.T. Kearney

Congratulations

all

and

GREAT

NEWS!!

This is cloud consolidation at work and

we

knew

this

would

happen

one



day,  
we  
are  
so  
glad  
we  
will  
now  
be  
one big happy  
family!  
--Global Head of Recruiting  
Large Financial Institution, Asia Pacific



29

Copyright ©

2012, Oracle and/or its affiliates. All rights reserved.

Leading  
cloud  
services  
&  
domain  
expertise

Increased R&D investment

Comprehensive solution with HR, Payroll and  
Talent Management

Taleo  
management  
&



employees  
to  
accelerate  
solution momentum

Strong focus on commitment to all Taleo and  
Oracle Fusion SaaS products

Strong focus on maintaining and building upon  
existing customer relationships

Specialized sales & delivery organization

Continued partner management & engagement  
Customers See the Value of the Pending Combination  
Why?



30

Copyright ©

2012, Oracle and/or its affiliates. All rights reserved.

Key Takeaways for Oracle & Taleo Customers

Oracle and Taleo together are expected to offer the best and most complete Human Capital & Talent Management offering in the Cloud

Oracle will continue to offer Talent Management that works with Oracle & non-Oracle HRMS/HCM Systems both on-premise and in the Cloud

Oracle intends to integrate Taleo with the Oracle Public Cloud, extending Taleo with Social Networking, Identity Management, Business Analytics, & Data Services capabilities

Oracle is committed to the existing Taleo products, including Taleo Business Edition, and will accelerate investment and focus

Oracle  
continues



to  
provide  
unprecedented  
flexibility  
and  
choice  
of  
deployment  
models  
on premise, private cloud, public cloud, or hybrid



31

Copyright ©

2012, Oracle and/or its affiliates. All rights reserved.

More Information

[Oracle.com/taleo](http://Oracle.com/taleo)

[Taleo.com/oracle](http://Taleo.com/oracle)



32

Copyright ©

2012, Oracle and/or its affiliates. All rights reserved.



