Connecting
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MA Case Study:

Scaling and Sustaining **L'Oréal's Global Digital Ecosystem**

Embedded Enterprise Delivery
Since 2008

Partnership Timeline

Phase 1: SAP Capability Build

MA began supporting L'Oréal's enterprise technology teams with specialist SAP contractors.

- 30 placements between 2008–2011 (~10/ year)
- 35 SAP contractors active in 2012
- Supporting finance, procurement, and platform functions

Phase 2: Expansion

Demand for SAP expertise accelerated rapidly following the initial engagement.

- 366 placements between 2013–2018
- +106% growth from 2012 to 2013
- Peak delivery in 2016 (83 placements)

This period established MA as a core SAP staffing partner supporting L'Oréal.

Phase 3: Embedded Enterprise Model

The partnership transitioned from project-led hiring to an embedded workforce model:

- Peak of 56 active consultants in June 2019
- 402 placements delivered to date by October 2023

Phase 4: Diversification & Growth

The partnership expanded beyond SAP into broader digital domains:

- Placements increased from 17 in 2024 to 35 in 2025 (+106%)
- Active runners grew from 34 to 50 (+47%)
- 26% of runners outside SAP in 2025
- €7.5M invoiced in 2025
- Target of 60 active runners by December 2026

Case Overview

MA began working with L'Oréal in 2008, supporting one of the world's largest beauty and cosmetics groups with specialist SAP and enterprise systems talent.

Across global operations, supply chain, finance, retail, and digital infrastructure, L'Oréal required scalable, high-calibre expertise capable of supporting complex international systems.

Since inception, MA has delivered over 450 placements across 10+ SAP modules and adjacent digital technologies, evolving from high-volume deployment to a deeply embedded, multi-domain delivery partnership.

Current Business Objective

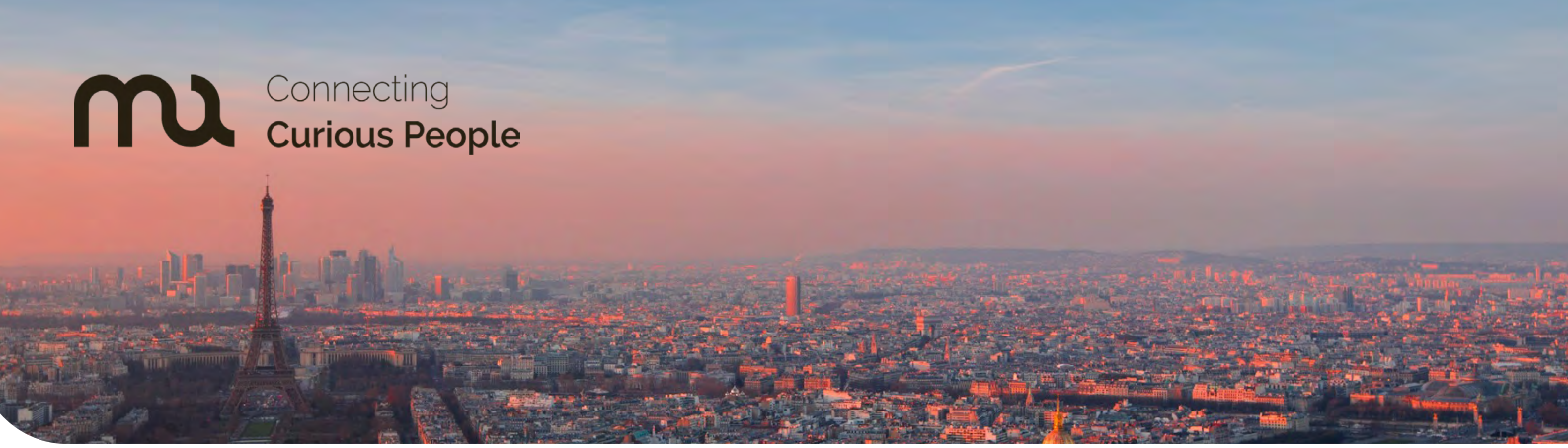
Optimise and sustain L'Oréal's embedded enterprise systems capability; shifting focus from volume delivery to precision hiring, and higher-conversion outcomes across digital domains.

Current Challenge

After more than a decade of sustained delivery, the partnership entered a new phase.

While growth remained strong, overall fill rate stood at 20.5%, highlighting opportunity to improve upstream qualification and conversion efficiency.

The focus therefore shifted from volume expansion to delivery precision; improving alignment, increasing conversion rates, and reducing resource volatility within a mature enterprise structure.



The Approach: Enterprise Conversion Optimisation

MA concentrated on strengthening delivery precision across existing demand.

Clearer Role Qualification

- Improved clarity on scope, stakeholder expectations, and budget parameters before candidate submission.

More Targeted CV Submissions

- Reduced speculative profiles
- Prioritised technically aligned candidates within core SAP and digital domains.

Faster, Accurate Shortlists

- Maintained rapid turnaround while increasing shortlist accuracy to improve interview conversion.

Stronger Conversion Metrics

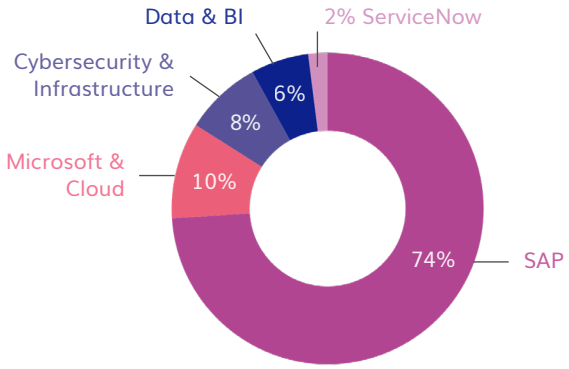
- 1.7:1 CV-to-job ratio
- +10% CV-to-interview conversion from 2024-2025
- 40% interview-to-placement conversion
- +30% jobs worked in 2025

Key Takeaways

- 18+ years continuous collaboration
- 450+ total placements delivered
- Peak of 56 active contractors embedded in 2019
- €7.5M annual invoicing achieved in 2025
- Expansion beyond SAP to multi-domain enterprise support
- Target of 60 active contractors by December 2026

Categories of Contractors

Diversity of MA contractors active with L'Oréal in 2025:



Results

2025 Delivery Metrics

- 50 active runners (+47%)
- 35 placements (+106%)
- 30% CV-to-interview conversion (+10%)
- 40% interview-to-placement conversion
- 1.7:1 CV-to-job ratio
- €7.5M invoiced

Overall Partnership Impact

- 450+ placements delivered
- 15+ years continuous deployment of SAP contractors
- 10+ SAP modules covered
- Peak year: 65 active contractors (2019)
- Embedded multi-domain coverage across SAP, BI, Infrastructure, Microsoft, Digital & ServiceNow

If your organisation requires structured, long-term tech workforce support, MA can design and implement a scalable staffing framework aligned to your enterprise systems roadmap — including SoW and managed service agreements.

Contact our team to discuss how we can support your enterprise delivery strategy.

Contact our sales team